

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

No. 29,639

Monday June 3 1985

D 8523 B

U.S. tax: Reagan deals a clever hand, Page 14

World news Business summary

Indefinite Uefa ban on English clubs

The European football union (Uefa) yesterday banned English clubs indefinitely from inter-club matches in Europe.

The Uefa executive committee brought its basic meeting forward a month following the riots at the European Cup final in Brussels last week, in which 38 people died.

Uefa said the case of Liverpool, whose supporters have been blamed for starting the riot before the match against Juventus of Turin, would be referred to a committee for special sanctions to be taken.

Peace talks

U.S. Secretary of State George Shultz has told Israel the U.S. will try to discuss peace with a Jordanian-Palestinian delegation despite Israeli objections to talks that exclude it, Israeli officials said.

Earlier report Page 2

Shamir in London

Israeli Foreign Minister Yitzhak Shamir arrived in London to brief British leaders about his Government's attitude towards efforts by Jordan to break the stalemate in the Middle East peace process.

Page 2

Star wars warning

West Germany's Free Democrats said they would oppose any attempt by their coalition partners to put the U.S. star wars defence programme ahead of co-operation with France.

Page 3

UK backs Eureka

Britain has decided to support Eureka, a French initiative to stimulate high-technology research and development in Western Europe, the Foreign Office said in London.

Sindona for trial

Sicilian financier Michele Sindona, goes on trial in Miami tomorrow accused of paying a Mafia gunman to kill the official liquidator of his failed business empire.

Lisbon's future

The future of Portugal's ruling coalition rests with a meeting today of leaders of the PSD, the junior partner.

Page 3

Disaster aid plea

The governors of Ohio and Pennsylvania asked for federal disaster aid to rebuild areas hit by tornadoes which killed at least 87 people.

New Caledonia poll

Two Kanak separatist parties in New Caledonia said they would take part in French-run elections planned by Paris as the first stage of ending its 30-year rule in the South Pacific territory.

Oil price meeting

Ministers from Opec member countries gathered in Saudi Arabia for talks expected to centre on a Saudi call for reductions in some crude oil prices.

Page 16

Bangladesh cholera

At least 46 people in Bangladesh's cyclone disaster zone died from suspected cholera after drinking polluted water. Local officials said they feared a major outbreak.

Delors 'may quit'

European Commission President Jacques Delors hinted in an interview that he might resign if European politicians did not take greater interest in the EEC, the West German Stern magazine said.

Beirut evacuation

The Red Cross tried to speed up the evacuation of wounded from Beirut's Palestinian refugee camps after security guarantees.

Page 2

Indian heat wave

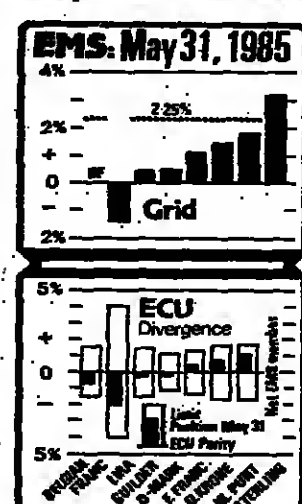
A heat wave in Bihar, eastern India, has killed about 40 people in the past few days as temperatures reached 48C (116F). Most victims were children.

Swedish devaluation warning by OECD

SWEDEN has not found the way to halt erosion of its international competitiveness in the medium term and to avoid a devaluation cycle, says a report by the Organisation for Economic Co-operation and Development.

Page 3

EUROPEAN Monetary System: the Irish punt remained the firmest currency within the EMS last week.



Trading was rather quiet after the long weekend holiday in the U.S. and UK and ahead of the end of the month. The Belgian franc was a little weaker overall but stayed comfortably within its divergence limit, allowing the Belgian central bank to cut its discount rate, for the third time this month, to 9% per cent. Euro-dollar interest rates were also easier but with the exception of Belgium, there were no changes in key European lending rates.

The chart shows the two constraints on European Monetary System exchange rates. The upper grid, based on the weakest currency in the system, defines the cross rates from which no currency (except the lira) may move more than 2% per cent. The lower chart gives each currency's divergence from its "central rate" against the European Currency Unit (ECU), itself a basket of European currencies.

U.S. proposal setting conditions for allowing extra imports of steel pipes from the EEC will be presented to member states this week following talks in Washington.

Page 5

ARGENTINA faces a worsening of its foreign debt crisis, including the collapse of a \$4.2bn short-term loan package agreed last year, unless it agrees an economic reform programme with the IMF by next Monday.

Page 17

POLAND devalued its non-convertible zloty by 16.8 per cent to the dollar and 14.3 per cent to the Soviet ruble.

Page 3

ISRAELI foreign reserves fell by \$61m last month to \$2,025m, Bank of Israel said. It was the biggest drop in three months.

U.S. FEDERAL and state banking authorities closed a total of seven small banks hit by problems loans to farmers on Friday - the largest number in a single day since the Depression.

Page 19

ECOFETROL, Columbia's state petroleum company, is planning a fuel mix of 15 per cent sugar-cane alcohol with petrol.

BRITISH Petroleum received another setback in its attempts to restructure its 75 per cent-owned Australian mining subsidiary, Seltair Holdings, when a legal challenge prevented minority shareholders accepting its proposals.

Page 19

APPLE the U.S. personal computer group which has suffered a fall in profits in recent months, is streamlining its corporate structure and reducing the day-to-day role of Mr Steven Jobs, its chairman and co-founder.

Page 17

SAATCHI & SAATCHI, the leading British advertising agency, is in talks which could lead to a merger of its Italian subsidiary with MVL, a Milan agency.

AIRBUS INDUSTRIE announced a contract to supply eight of its 130-seater A-330 airliners to the Australian airline Ansett.

Page 5

Assad may propose congress of Lebanon rivals

BY TONY WALKER IN DAMASCUS

DETAILS are emerging of President Hafez Assad's comprehensive plan for a settlement of the long-running Lebanese civil war.

According to a well-placed Syrian source, President Assad is proposing a national congress of Lebanon's rival factions - possibly to be held in Damascus under his authority - to establish a committee to draw up a new Lebanese charter.

Representation at such a Congress would be divided equally between Christians and Moslems and would effectively mean an end to Christian domination of Lebanese institutions.

Under a convention following Lebanon's independence from France in 1942, Christians - who were the majority - held key posts such as the Presidency and important ministries.

The other principal element of President Assad's grand design is that rival factions should sign a petition asking for Syrian troops to

move into Lebanon and deprive armed militias of heavy weapons.

Syrians are saying this is the minimum condition for intervention by a deterrent force, but if fighting continues in and around Beirut's Palestinian refugee camps, Damascus may be forced to act sooner.

It seems significant that Palestine Liberation Army units - Palestinians under the command of the Syrian army - who were stationed near Tripoli in north Lebanon have been pulled back to Damascus awaiting redeployment.

There is speculation that these units may play a role in collecting weapons from Palestinian fighters in the camps in the event of a ceasefire agreement.

Palestinian groups in Damascus are adamant that their guerrillas will not hand their weapons to the Lebanese regular army whose mainstay Shihab Sixth Brigade has been involved in the siege of the

camp alongside Amal Shia militiamen.

No details of the presidential discussions in Damascus last week have been released. Mr Amin Gemayel, Lebanon's President who is a Maronite Christian, now has the difficult task of persuading Lebanese Christian factions to co-operate in holding a national congress that would end their domination of government posts.

Of Lebanon's 4m people, 55 to 60 per cent are Moslem and 40 to 45 per cent are Christian.

Christian hardliners have engaged in a bitter struggle since the start of the Lebanese civil war 10 years ago to prevent alteration to the longstanding convention which enshrined Maronite primacy in Lebanon.

President Gemayel will be arguing that concessions are now necessary because there is no alternative if Lebanon is not to disintegrate completely.

A significant recent development in the Christian camp was the change of command in the mostly Maronite militia, the Lebanese forces. Mr Elio Hobeika, the new supremo, is apparently reconciled to an accommodation with Syria and all that it implies.

There is a suspicion in Damascus that the wire-guided rocket which slammed into President Gemayel's palace last week shortly before he was due to leave for his Damascus summit with President Assad was fired by a Christian dissident opposed to what some hardline Maronites regard as the capitulatory policies of the Lebanese leader.

It is not clear how soon President Assad proposes to hold a national congress to rewrite the ground rules for Lebanon, but according to Syrian sources it is "soon".

The immediate problem for both Syria and all Lebanon's rival factions, however, is the continuing bloodshed in Beirut between Shia

Moslems and Palestinian guerrillas in the camps of Sabra and Chatilla and Bourj el-Brajneh, which is threatening to spread to other parts of Lebanon.

Until that bitter conflict is resolved, it appears that little can be done about political, constitutional and security reforms.

According to a Syrian source, President Assad "is not in a hurry" to send troops into Lebanon to benefit one or other of the rival factions. In this instance it would be the Shia who have, in any case, massively extended their power and influence in Lebanon since Israel's ill-advised invasion and occupation starting in June 1982.

The view from Damascus appears to be that the Amal leadership of Mr Nabih Berri will first have to resolve the crisis in the camps before other steps are taken.

But the problem for the Syrians

Continued on Page 16

Chirac puts emphasis on cuts in tax and state role

By David Housego in Paris

FRANCE's neo-Gaullist movement, the largest of the opposition parties, has confirmed its further shift to the right by adopting a Reagan-style electoral platform of tax cuts and deregulation to revive economic growth.

At a special congress outside Paris at the weekend, 4,000 delegates from the RPR agreed on a draft manifesto for next March's parliamentary elections that would include action within six months to lift price and exchange controls, make it easier for companies to declare redundancies, privatise industries nationalised in 1982 and cut taxes by FF40bn (\$425.8m).

M. Jacques Chirac, the Mayor of Paris and leader of the RPR told his supporters that it would be suicidal for the opposition to propose a continuing period of austerity and deflation. He said the Gaullists were proposing 10 "shock" measures to inject fresh dynamism into the economy by breaking the "corset of taxation and regulation that is strangling it".

M. Chirac said that governments must first decide the amount of taxation a country was prepared to pay and then to deduce from this the level of public expenditure.

The congress was called to define the Gaullist position before next weekend's gathering of the parliamentary opposition parties which intends to lay the basis for their joint campaign leading up to the March elections. It was held at a time when M. Chirac had been losing ground politically both to the extreme right-wing National Front, led by M. Jean Marie Le Pen, and to the centre of M. Francois Leotard.

The Gaullists' conversion to Reaganomics - although in line with the general consensus in France towards more liberal policies - has paradoxically come at a time when Mr Reagan in the U.S. and Mrs Margaret Thatcher in Britain are experiencing disenchantment with their policies.

While emphasising the need for unity among the opposition, M. Chirac held his distance from M. Raymond Barre and M. Valery Giscard d'Estaing - his potential rivals for the presidency. M. Chirac said the Gaullist programme marked a break both with the Socialists and with the conservative "dirigisme" that marked the last years of M. Giscard d'Estaing's presidency.

If the Right gained a majority in the National Assembly next year, the Gaullists would be the most powerful element in a new govern-

Continued on Page 16

Airlines asked to help plan design of two new Airbuses

BY MICHAEL DONNE, AEROSPACE CORRESPONDENT, IN PARIS

AIRBUS INDUSTRIE, the European aircraft manufacturer, has set up a small study group of major airlines to help it to define two new additions to the Airbus series of aircraft - the twin-engine, short to medium-range TA-9, and the long-range four-engine TA-11.

The names of the airlines participating in the study were not disclosed, but one of them is believed to be Lufthansa of West Germany, while Pan Am of the U.S. which last week signed a \$1.1bn deal for 20 Airbuses, may also join the group. All of the airlines are likely to be eventual customers for the two new types of aircraft.

No development decisions have yet been taken on either aircraft. All that Airbus Industrie is prepared to say at present is that they could enter service during the 1990s, according to market demand, and provided a large enough requirement justified the investment involved.

This could amount to up to \$1bn for each aircraft, and the member airlines of Airbus Industrie - the U.K., France, West Germany and Spain - would have to put up a substantial volume of launching aid for each venture.

The TA-9 would be capable of carrying about 330 passengers over distances of 3,000 nautical miles. It would effectively replace existing three-engine jet airliners such as

Right set to renew attack in Greek poll

By Andriana Ierodiconou in Athens

GREECE went to the polls yesterday to decide whether to vote for another four years of socialist rule, or to return the Conservatives to power. Results are not expected until late in the day.

The main competitors in the 1985 general elections are Mr Andreas Papandreu's Panhellenic Socialist Movement (Pasek), which came to power for the first time with a landslide majority in 1981, ending nearly half a century of right-wing rule, and the conservative New Democracy party, which is mounting a renewed challenge under the leadership of Mr Constantine Mitsotakis, a former Cabinet minister.

The dark horse in yesterday's electoral race was the pro-Moscow Communist Party of Greece (KKE) which won 11 per cent in 1981, and is now bidding to attract enough votes from the left fringe of Pasek to force the Socialists into a coalition in the event of a tie with the conservatives.

Predictions were difficult yesterday because of a lack of reliable opinion polls. But the result was expected to be determined to a large degree by the estimated 7 per cent of voters still undecided on the eve of the elections between the two main parties.

One of the many incalculables in yesterday's vote was the possible effect on the Greek public of a dramatic Friday night warning by Mr Constantine Karamanlis, former conservative president, not to vote left, or risk leading the country into domestic and eternal dangers.

Swedish Socialists lead opinion poll, Page 3

Order books in UK industry expand to record levels

BY MAX WILKINSON, ECONOMICS CORRESPONDENT, IN LONDON

ORDER BOOKS in UK industries reached record levels last month according to a survey of manufacturing companies by the Confederation of British Industry (CBI), the employers' body.

The generally optimistic picture of the British economy was supported yesterday by a report from the London Business School's centre for economic forecasting on the world economy.

This predicted that the present slowdown in world activity would be "no more than a pause in the recovery which began in late 1982". The centre says that lower U.S. interest rates and a continued weakening of the dollar will enable the U.S. economy to recover from its recent weakness in output.

"The prerequisite is a realistic set of measures to cut the U.S. budget deficit. In our view these are now in train and the weaker dollar, which we are already seeing, together with lower interest rates, should permit a resumption of growth both in the U.S. and elsewhere in the second half of the year."

A fall in the dollar would not only aid the U.S. but would help interest rates outside the U.S. to fall. This would assist Europe and Japan, where domestic demand was at present weak.

Answers to the CBI's monthly survey show that order books in the UK continued the steady pattern of improvement which started last September. In May, the 1,586 companies in the survey said that total order books were on average about "normal".

Since 1977, when the monthly survey was introduced, a balance of companies have consistently reported order books to be below normal. Although expectations of future output have moderated since March and April, they remained at a higher level than in the second half of last year. Strongest order books were reported in the chemicals, electrical and instrument engineering industries.

The survey also suggested that price increases are likely to moderate over the next few months, reflecting the improvement in the exchange rate since February.

The balance of companies expecting to raise prices over the next four months was 28 per cent, the lowest response since September last year.

A balance of 21 per cent of companies expected output to rise in the four months from May, compared with balances of about 27 per cent in the previous two months. However, the May result was closely in line with those recorded in surveys at the turn of the year, and significantly better than those from last summer.

Companies continue to say that their stocks are more than adequate. The 10 per cent balance reporting excessive stocks in May was similar to results in previous surveys during the last year.

In a special article in a CBI economic report today, it is estimated that UK competitiveness improved further in the first quarter of this year, although the improvement is ascribed to the effect of the exchange rate.



P&O Cruises set sail for Jersey.

"We find that even with the cost of getting here it's cheaper to meet in Jersey than in London," so says Richard Esdale, General Marketing Manager, P&O Cruises.

They hold regular sales meetings at one of Jersey's well equipped 4-star hotels and find that apart from the good value Jersey offers there is a distinct benefit in their delegates being able to fly in from all over the UK and from the Continent. Although some prefer to come by sea, of course.

JERSEY

Contact David de Carteret, Jersey Conference Bureau, 15 Broad Street, St. Helier, Jersey, Channel Islands. Telephone: 0534 76512/78000. Telex: 4192223

CONTENTS

International Companies	2, 3
World Trade	5
Britain Companies	11, 12, 13
Arts - Reviews	6
World Guide	29
Crossword	34
Editorial Comment	14
Eurobonds	17, 18
Financial Futures	17, 18
Int'l Capital Markets	17, 18
Leasing	15
Lombard	15
Management	21
Men and Matters	34
Money Markets	28
Stock markets - Board	24-27
Wall St	32, 33
Technology	7
Unit Trusts	28, 30, 31
Weather	16

Technology: banking on an electronic future	7
U.S. taxation: Reagan deals a clever hand	14
Editorial comment: United States; Britain	14
Milan summit: Mrs Thatcher wins again	15
Lombard: OECD funding on capacity	15
Lex: a crossroads in Throgmorton Street	16
Management: a need to cultivate customers	21
India: Survey	Section III

John Elliott on fears on the anniversary of the Golden Temple battle

Sikhs threaten to take revenge

INDIA'S MOST extensive security operation for many years has been mounted in the capital of New Delhi and in northern states to prevent violent attacks during a week of genocide — called by Sikh extremists to commemorate the army takeover a year ago of their Golden Temple headquarters in Amritsar.

Sikh terrorism is posing serious problems for the Indian Government, and unusually tight security will accompany Mr Rajiv Gandhi, the Prime Minister, when he leaves on Wednesday for a two-week foreign tour which will include visits to France and the U.S.

The U.S. Federal Bureau of Investigation recently uncovered a Sikh plot to assassinate Mr Gandhi while he is in the U.S. next week. Security experts have flown from India this weekend to vet the protection that is being provided abroad. Canada and the UK have been asked to stop Sikh militants crossing into neighbouring U.S. and France.

In India a massive security operation has been set up to try to curb Sikh extremists striking back this week in vengeance for the 1,000 Sikhs

Mr Rajiv Gandhi, Indian Prime Minister, was yesterday asked by president Junius Jayawardene of Sri Lanka to help solve the island's growing internal security crisis, writes John Elliott in New Delhi.

As the first-ever talks between the two leaders got under way in New Delhi, reports arrived from Sri Lanka that extremists had killed at least 7 people in raids on villages of the majority Sinhalese population near the north-eastern city of Trincomalee.

In attacks on a police station and Naval camp in Trincomalee, several policemen and

30 naval personnel were killed, according to spokesmen for the main extremist organisation, the Tamil Tigers.

Mr Gandhi and Mr Jayawardene had more talks during a six hour flight to and from the cyclone hit areas of Bangladesh. They will meet again this morning.

Mr Jayawardene is being urged by Mr Gandhi to do more to solve his island's ethnic problems which are based on claims by the Tamil minority race for some form of devolution or independence in their northern and eastern areas.

Both the police and senior Government ministers seem to be reluctantly accepting that the security crisis in the Punjab and the risk of terrorist attacks in Delhi and elsewhere, may continue for a long time. Prospects for a settlement some time in the future of the Punjab's economic and political issues which lie behind the crisis have improved with the reinstatement during the past few days of Mr Sant Singh Longowal and two other moderate Sikh leaders, at the head of the Sikh's Akali Dal political party.

The three had resigned after a new figure appeared at the top of Sikh politics — Mr Bhai Jaginder Singh, father of Mr Jarnail Singh Bhindranwale, the leading extremist who was killed in the army battle a year ago.

Mr Jaginder Singh emerged from obscurity a few weeks ago as a figurehead leader of the most militant Sikhs but has not been able to hold his ground against moderates who persuaded Mr Longowal and his colleagues to return to their old posts.

But Mr Jaginder Singh, and the militant youth he leads, remain a major stumbling block to a peaceful solution in the Punjab.

Red Cross evacuates 29 from Beirut refugee camp

BY NORA SOUSTANY IN BEIRUT

THE International Committee of the Red Cross yesterday evacuated 29 wounded from the besieged and crowded Palestinian refugee camp of Bourj al-Barajneh as accounts filtered out of severe food and water shortages.

It was the second evacuation in two days. On Saturday, the ICRC managed to bring out 32 seriously injured fighters and civilians. Since the fighting started two weeks ago between Shi'ite militiamen and Palestinian guerrillas seeking to re-establish their military power in Lebanon, the Red Cross has organised successfully only three rescue missions in Bourj al-Barajneh, the largest of the three Palestinian camps on the edge of Beirut.

Conditions inside were described as miserable with the residents eating cats and dogs and drinking from the sewers.

Angry Shi'ite militiamen milled around the Red Cross convoy of six ambulances as officials of the Shi'ite Amal movement and Swiss delegates argued about guarantees for the convoy's safety.

On Saturday, after militiamen

searched one of the ambulances, a routine procedure, a young man, visibly weak from his wounds, was pulled out and questioned. Amal insisted he was "Lebanese" and did not have to go with the others.

Hospitals in west Beirut are not considered safe for Palestinians, where the dominant Shi'ite militia is in control. All of the 89 wounded transport out of Bourj al-Barajneh since May 28 have been taken to hospitals in the Druze-held mountain town of Chweifat.

Yesterday five of the Palestinian casualties were pulled out and one was seen having his bandages and intravenous tube ripped out by militiamen at the exit of the camp. They were then returned after the ICRC representatives protested to Amal officials.

Before it started, a hail of super bullets sprayed passing cars just west of the camp entrance. At the end of yesterday's mission the explosion of shells could be heard after the convoy had left for the Kamal Jumblatt hospital in Chweifat.

U.S. move on Mideast divides Israeli Cabinet

BY DAVID LENNON IN TEL AVIV

THE possibility that the U.S. may soon hold talks with a joint Jordanian-Palestinian delegation on ways to renew the peace process in the Middle East has divided the Israeli Cabinet.

Some ministers fear this will lead to back door recognition of the PLO by the U.S. and have demanded that Jerusalem immediately inform Washington that Israel opposes this development.

Speaking after the Cabinet meeting yesterday Mr David Levy, a deputy premier and Housing Minister, said "It is de facto, back door recognition of the PLO."

He demanded an immediate reply by Israel rejecting what he called the contradictory position taken by the U.S.

But in an effort to prevent an open rift within the national unity government Mr Shimon Peres, the Prime Minister, urged restraint until it is known which Palestinians will participate in the talks.

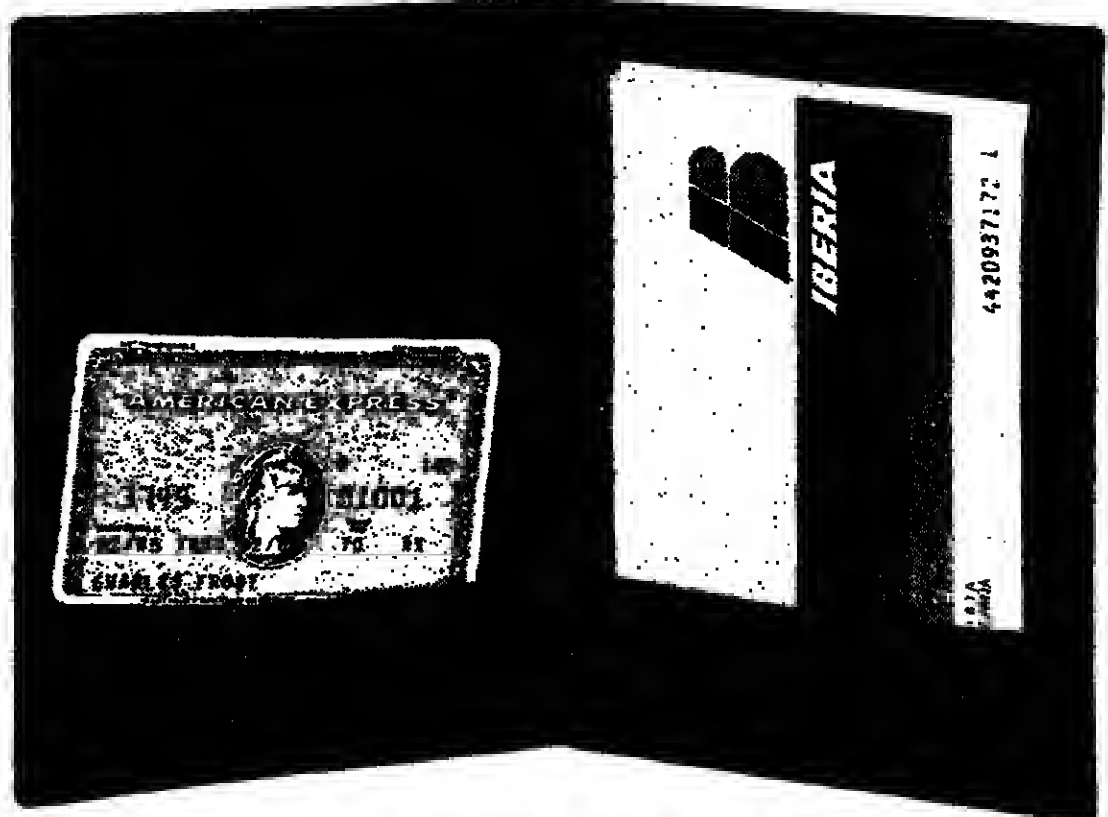
The moves by the U.S. emerged in a message which Mr Peres received on Saturday

from Mr George Schultz, the U.S. Secretary of State. In the message he said that Washington will move in the coming weeks to hold preliminary discussions with such a delegation.

This follows the visit to the U.S. last week by King Hussein of Jordan, whose declaration about his willingness to enter into peace talks was described in the Schultz message as a step forward in the peace process.

Yitzhak Shamir, the vice premier and Foreign Minister, said yesterday that he does not consider anything positive came out of King Hussein's visit to the U.S. Mr Shamir said King Hussein has only added obstacles to peace negotiations by calling for an international conference.

He also rejected American suggestions that Israel should take part in negotiation with members of the Palestine National Council, who are not members of the PLO. Mr Shamir stressed that the PNC is a part of the PLO and that the leadership of the PLO is elected by the PNC.



THE BUSINESSMAN'S TRAVEL KIT.

Get more out of your next business trip. Take "The Kit" the American Express Card and your Iberia ticket.

After all, it was Iberia who broke the 1984 on-time performance record at London Heathrow. And so outstanding is the service in Iberia's Business Class, it was voted one of the world's top three by the discerning readers of "Executive Travel" (April 1984).

What's more, you'll find Iberia's schedules and connections are often more convenient. That's because Spain's position on the map makes it the natural link between Europe and Africa, the Middle East and, of course,

the Americas.

And while you are looking after your business, why not let the American Express Card look after you?

The Card makes it so simple to pay for your airline tickets, car rental, hotel and entertainment as you go.

It's comforting, too, to know that there are over 1,000 American Express Travel Service and Representative Offices

around the world, waiting to help you with reservations and emergency cash. They can even replace your card if it's lost or stolen, usually within 24 hours.

So on your next business trip, don't forget your Travel Kit. Ask your secretary to call Iberia or your travel agent. And take the American Express Card. Don't leave home without it.

© Registered Trade Mark of American Express Company.

THE KIT



FOR BETTER BUSINESS TRAVEL

HELLO TOM,
THE SALES MEETING
IS IN HAMBURG.

HELLO HERMANN,
THE SALES MEETING
IS IN HAMBURG.

HELLO, CAN
YOU TELL PIERRE
THE SALES MEETING
IS IN HAMBURG?

HELLO TOM,
HERMANN CAN'T MAKE
HAMBURG-PARIS?

HELLO HERMANN,
TOM'S SECRETARY
SAYS HE CAN'T
MAKE PARIS.

CAN YOU TELL
PIERRE IT'S LOOKING
LIKE LONDON?

HELLO TOM,
IT'S DEFINITELY
LONDON. CAN YOU
TELL HERMANN?

HELLO PIERRE,
HAS HERMANN CALLED
TO CONFIRM LONDON?

NO PIERRE,
ON WEDNESDAY,
NOT THURSDAY.

HELLO TOM,
CAN YOU GIVE
HERMANN & PIERRE
A MESSAGE?

YES TOM,
THE DAYS CHANGED.
IT'S FRIDAY.

HELLO, I'M IN
BRUSSELS, WHERE
IS EVERYBODY?

Is getting through getting you down?

No matter how advanced your telephone system is, if the person you want isn't available, you can waste valuable time.

The more people you want to reach, the more time you waste.

But with the IBM Audio Distribution System, you can get your message through. And you can do it with just one phone call.

Let's say you're away from your office

and need to get a vital message to a number of your people.

You phone the office* enter your personal code, record your message and enter the distribution list code.

Put down the phone and be on your way — confident that your message will get through, because the IBM Audio Distribution System will keep on trying

to contact the people and pass on the information.

Your distribution lists can be compiled to cover groups of people you deal with regularly.

You can even pick up messages, add your own comments and then pass them on to others.

Surprised that IBM has a telephone system like this? You shouldn't be.

It's another example of the way IBM is integrating information and telecommunication systems to provide

its customers with new applications. With the IBM Audio Distribution System, speech is digitised and stored on a computer connected to your telephone system.

If you have over 100 staff who are often away from their telephone, it could make sound economic sense. Call your nearest IBM office today and ask for a demonstration.

Talking to us should make life easier.

IBM

*You will need an approved multi-frequency telephone or key pad.

الحكومت الامارات

OVERSEAS NEWS

Inflation 'remains the key problem for Sweden'

BY KEVIN DONE, NORDIC CORRESPONDENT, IN STOCKHOLM

SWEDEN HAS still not found an effective means to stop erosion of its international competitiveness over the medium term and to avoid a devaluation cycle, the OECD claims in its latest economic survey on the country.

The Organisation for Economic Co-operation and Development says that the control of inflation remains the key problem for Swedish economic policy.

The report, published today, was compiled before the Government was forced to respond to Sweden's deteriorating economic position three weeks ago with an emergency package of monetary and fiscal measures which forced interest rates up to the highest level in Europe.

The OECD also says that "sustained efforts" must be made to bring down the budget deficit further and pave the way in the long run for reducing the tax pressure.

Sweden has the heaviest tax burden of any of the industrialised countries. The OECD says that the tax pressure would seem to be a factor in the distortion of resource allocation in the Swedish economy.

The OECD accepts that the economic strategy pursued by the Social Democratic Government since it was returned to office in September 1982 — chiefly the 16 per cent de-

valuation of the krona in October 1982 — has "improved Swedish economic performance in several respects relative to the sluggish trends prevailing in the 1970s and early 1980s."

Industrial production fuelled by rapidly growing exports has regained the ground lost since 1974. Business profitability has increased sharply and several structural imbalances have been eased. At the same time unemployment has been kept at a very low level compared with other countries.

The OECD is clearly sceptical however about whether such progress can be sustained. "That these gains have not yet been consolidated is in part reflected in a continued unfavourable development of Sweden's relative inflation performance," it says.

The OECD says that measures taken over the past year to try to control prices and labour costs — chiefly the 5 per cent wage costs guideline agreed with unions and employers and the imposition of a price freeze — are not likely to be effective over longer periods.

The OECD forecasts weaker economic growth in both 1985 and 1986, but says that room for adjusting economic policy accordingly is extremely limited. "Continued fiscal retrenchment is clearly necessary," it says.

AT & T hit by change in long distance calls system

BY PAUL TAYLOR IN NEW YORK

THE U.S. Federal Communications Commission (FCC) has voted unanimously to change the system for allocating customers who fail to elect a long distance telephone carrier for their calls.

The move, which will assign these customers to a carrier in the same proportions as those who do make a choice, could have far reaching effects on the fiercely competitive U.S. long distance telephone market.

The decision appears to be a major blow to American Telephone and Telegraph (AT & T), the giant telecommunications group which, under the previous system, was assigned the default all-customer who failed to choose a long distance carrier.

Under the so-called "equal access" provisions which are being introduced in the wake of the Bell System breakup, the FCC's move, which it said was needed to stimulate

the less than impressive growth of competing cut-price long distance carriers, appears to be a major victory for MCI Communications and AT & T's other rivals.

The new order will affect some 75m telephone customers — roughly half the national total — most of whom will be asked to choose a long distance carrier between now and August 1986. AT & T's cut price rivals had complained bitterly that the previous default system was unfair. In a 5-0 vote the FCC appears to have accepted this view.

The importance of the decision is apparent from the size of the U.S. long distance telephone market, which is still dominated by AT & T despite the growth of MCI, GTE Sprint and other carriers. According to some Wall Street estimates, 1.2 per cent of the long distance market is worth between \$400m (£310m) and \$500m.

Brazilian summit tackles domestic and IMF strategy

BY ANN CHARTERS IN SAO PAULO

PRESIDENT JOSE SARNEY'S first economic summit, held at the weekend with selected Government ministers and economists, debated current Government strategies on Brazil's external debt, IMF negotiations, and domestic economic policies.

Finance Minister Sr Francisco Dornelles said yesterday.

Sr Dornelles said measures to control inflation and reduce the public sector deficit were discussed but declined to reveal details on divisive issues, saying only that the meeting brought "the participants closer together and an exchange of ideas could only help those who had to make decisions."

The lack of details about the meeting frustrated those who had hoped the summit would yield a clear public definition of the new government's economic directions and

whether the finance or planning ministry would control future policy.

Instead the nine-hour meeting appeared to be a tutorial for Sr Sarney on the complexities and costs of alternative economic policies, as well as being an opportunity to bring together respected economists of divergent views. Sr Sarney reportedly closed the meeting with the words "all decisions are mine."

Talks resume today between the government and International Monetary Fund officials after bogging down last week over a definition of the public sector deficit. The finance ministry places the deficit at Cruz 85 trillion (roughly £13.4bn or £12bn) but other observers put the figure closer to Cruz 65tr.

After last week's talks the IMF team has been accused in the press as being unrealistic

Garcia takes on twin burden

SOCIAL Democrat Sr Alan Garcia

proclaimed Peru's first president-elect, faces twin problems of a sagging economy and a communist guerrilla war, Renter reports from Lima.

The electoral board said at the weekend that Sr Garcia, at 36 Latin America's youngest leader, would take over from conservative President Fernando Belaunde Terry on July 28 after a Marxist rival decided not to contest a run-off.

Sr Garcia won 45.74 per cent of the vote in April but failed

to get the outright majority to avoid a second round. Marxist Sr Alfonso Barrantes took 21.26 per cent.

The new president will face the problem of an anti-government war by the Maoist Sendero Luminoso (Shining Path) guerrillas which has killed more than 6,000 people in five years and left 26 of Peru's 170 provinces in a state of emergency.

Sr Garcia will also face Peru's serious foreign debt, estimated at \$13.5bn (£10.4bn).

Socialists take lead in Swedish opinion poll

By our Nordic Correspondent in Stockholm

SWEDEN'S socialist bloc, the ruling Social Democrats and the Communists, are leading the opinion polls for the first time in a year.

The latest Sifo poll, less than four months before September's general election, gives the two Socialist parties 49.5 per cent of the poll compared with 48.5 per cent for the three centre-right opposition parties.

The Social Democrats are in a minority in the Riksdag, the Swedish parliament, but have a majority with Communist support.

The poll was conducted amid two events which were expected to seriously damage the Social Democrats' chances of re-election — the three week civil servants' strike and the imposition of a severe credit squeeze to halt soaring imports.

The Sifo pollsters said support for the Social Democrats did appear to be declining towards the end of the latest poll period, but Mr Olof Palme, the Prime Minister, seems to have gained public support for his secret intervention during the strike which paved the way for a settlement.

The election campaign is increasingly polarising into a fight between the two main parties, the Social Democrats and the Swedish Conservative Party, both of which improved their standing in the latest poll. The Social Democrats to 44.5 per cent and the conservatives to 30.5 per cent.

For the Social Democrats the May poll was the fifth month running that they improved their position from their lowest ebb since the end of 1984.

The traditionally important Centre of the Swedish political spectrum is increasingly being squeezed and both the Centre and Liberal Parties have lost ground.

Stable Irish interest rates expected

By Brendan Keenan in Dublin

THE IRISH central bank's decision to allow banks to set their own rates is not expected to result in an early change in Irish interest rates.

Instead, the move is seen as a significant step towards the long-term aim of breaking up the existing bank cartel and allowing greater competition.

The Irish authorities are moving cautiously and a new regime — which is similar to that which has operated in the UK for many years — will be reviewed after six months. The central bank will also set a base rate below which interest rates will not be allowed to go without its approval.

Under the previous system the four Irish clearing banks asked the central bank for approval to change their rates when they felt it necessary and all maintained the same rates.

Poland devalues by 16.8% to the dollar

POLAND devalued its non-convertible zloty at the weekend by 16.8 per cent to the dollar and 14.3 per cent to the Soviet rouble. The dollar now stands at zlotys 159 and the rouble at zlotys 88, writes Christopher Bohalski in Warsaw.

The official dollar price is still some way from the black market rate which oscillates around 600 zloty. The government is keen to boost exports, especially to hard currency markets where sales have lagged this year.

After four months Poland's hard currency exports were 5.6 per cent down on the same period last year and the hard currency surplus, which is crucial to Poland's external debt is to be serviced with any success, stood at \$245m (£189.9m) compared with \$470m at the end of the first four months of 1984.

Kohl faces coalition dissent on SDI

BY PETER BRUCE IN BONN

THE FREE Democrats (FDP), junior partners in the right-of-centre Bonn coalition Government, served notice this weekend they would oppose any attempt by the West German Government to give priority to the U.S. Strategic Defence Initiative (SDI) over strengthened research co-operation with France, which has rejected invitations to participate in SDI.

Resolutions adopted at a policy making committee meeting of the FDP in Neuss yesterday make it quite clear that the FDP regards Bonn's participation in the French-inspired Euriska technological project as far more important than winning SDI contracts from the U.S.

The weekend meeting is likely to make it even more difficult for Chancellor Helmut Kohl to continue trying to please both Washington and Paris with promises of support for both projects.

Differences between Herr Kohl and French President Francois Mitterrand over SDI which were not resolved at an extraordinary summit between the two men in southern Germany last week, have placed enormous strains on Herr Kohl's attempts to achieve closer ties with the French as a prelude to revitalising European unity, a notion he cherishes.

Herr Hans Dietrich Genscher, Foreign Minister and former leader of the FDP, said after the meeting in Neuss it was important that Germany remained "fully independent of SDI."

"We are convinced," he said, "that French willingness to build up the closest co-operation with us in all areas represents a great moment for Europe that one cannot allow to pass."

The FDP, while not rejecting participation in SDI out of hand, has delivered probably the most positive remarks on Star Wars.

Herr Martin Bangemann, Economics Minister and new leader of the FDP, said the party's conditions for agreeing to participation in SDI remained the insistence on equality of partnership, two-way technology transfer, a joint European approach and no automatic leap from the research phase of SDI into an operational phase.

Given that the U.S. is not asking the Europeans to fund SDI research, a number of observers here believe the FDP position amounts to no outright rejection of SDI. The weekend conference repeated fears already expressed by Herr Genscher that space weapons could destabilise the existing balance of power, based on earth-bound weapons, and made war between the super powers.

The U.S. leader's recent visit here coincided, not surprisingly, with the German Chancellor's powers more, rather than less, likely.

PSD holds meeting vital to Portuguese coalition

BY DIANA SMITH IN LISBON

THE FUTURE of Portugal's troubled centre-left Government hinges on the outcome of today's meeting of leaders of the Social Democrat Party (PSD), controversial junior partner in the two-year-old coalition.

The PSD executive will give its final response to an ultimatum issued by Sr Mario Soares, the socialist premier, to either actively work in the coalition until 1987 — and not back a hostile candidate in the December presidential elections — or shoulder full responsibility for a split that would have grave political consequences.

In a move aimed at unloading blame for any breakdown onto the PSD, whose repeated leadership crises have plagued Portuguese governments since early 1981, Sr Soares says he has no intention of resigning

and has thrown the ball into the PSD court.

The crisis erupted last week after it transpired that the latest PSD leader, Sr Anibal Cavaco Silva, a hard headed young economist, who is on the right in his party, strongly favoured aligning the PSD behind a conservative contender for the presidency, the former Christian Democrat leader Professor Diogo Freitas do Amaral.

This angered Sr Soares, who has presidential aspirations himself.

Today's meeting is likely to be stormy. Not all the PSD executive favours a breakdown, or an alignment with a conservative presidential candidate.

A split in the coalition will be damaging to the economy, which is just picking up after two years of austerity and still needs judicious control.

Spain's economic plans hit by rise in inflation

THE SPANISH Government's

economic strategy, already hit by lower than planned growth forecasts, received a further blow with the weekend publication of price rise figures for April that confirm a continued high inflationary trend.

The consumer price index rose by 1 per cent in April to give an accumulated increase of 4.3 per cent so far this year and a 10.2 per cent inflation rate over the past 12 months.

From January to December 1984 Finance Minister Sr Miguel Boyer's strict austerity programme had brought inflation down to 9 per cent, the first time Spain had returned single digit end of year inflation since the middle 1970s.

Sr Boyer's target of a 7 per cent inflation rate from January to December 1985 now appears chimerical and a return to the psychologically onerous double digit inflation by December is increasingly likely. Finance

Ministry officials say they will not be revising the 1985 inflation target until the second quarter price index figures are published.

The Government's strategy has been buffeted in the past fortnight by the annual report of the Bank of Spain, the Central Bank, which forecasts a GDP growth of under 2 per cent this year against a 3 per cent growth planned by Sr Boyer, and by depressing unemployment statistics. The jobless

prospects of increasing inflation is fuelled by measures taken by Sr Boyer to April to boost slack domestic consumption. The finance minister ordered cuts in personal income tax worth \$800m. The introduction of VAT on January 1 will have an inflationary impact that will be anything between 2 per cent and 3 per cent, Sr Boyer's calculation, and up to 7 points according to the estimates of independent economists.

Marcos may seek U.S. help against rebels

PRESIDENT Ferdinand Marcos

said yesterday the Philippines might have to call for U.S. military help if communist rebel insurgency becomes too great. Renter reports from Manila.

"If the integration of aid and foreign-trained troops is so massive that it is the equivalent to outright attack, then we may have to ask for the help of allied troops as provided for in the mutual defence pact," he said in a statement. It is believed to be the first admission by President Marcos that he might need outside help to crush the insurgency.

The presidential palace issued the statement after published reports of an interview which quoted him as saying he might ask the United States for combat troops if communist insurgency got out of control.

The statement did not refer specifically to U.S. troops, except to mention the mutual defence pact.

However, palace officials said that under the defence pact, "the Philippines and the United States would come to each other's aid, in accordance with their constitutional processes, in the case of external aggression."

Iran and Iraq in counter attacks

Iran and Iraq pounded each other's towns and cities in air, missile and artillery strikes yesterday as the latest flare-up in the 56-month-old Gulf war entered its second week, Renter reports from Bahrain.

Iran said its aircraft and artillery attacked military and industrial targets in 15 Iraqi towns in reply to Iraqi raids on Iranian civilian centres.

Development areas: nowhere else comes within miles of Corby

If you're planning to develop your business you need look no further than Corby.

Corby is a **Development Area** so your business gets the help of Development Area benefits. For most companies this means the better deal for them of either 15% grants on plant, machinery and equipment or £3000 per job created. There is also selective assistance for some job creating projects.

Corby is also a **Steel Opportunity Area**, and this means even more incentives.

Corby is England's first **Enterprise Zone**. There are factories off the peg, from 500 sq. ft. to 50,000 sq. ft., some of which are rates free until 1991. You can also choose from offices, warehouses, and high tech buildings.

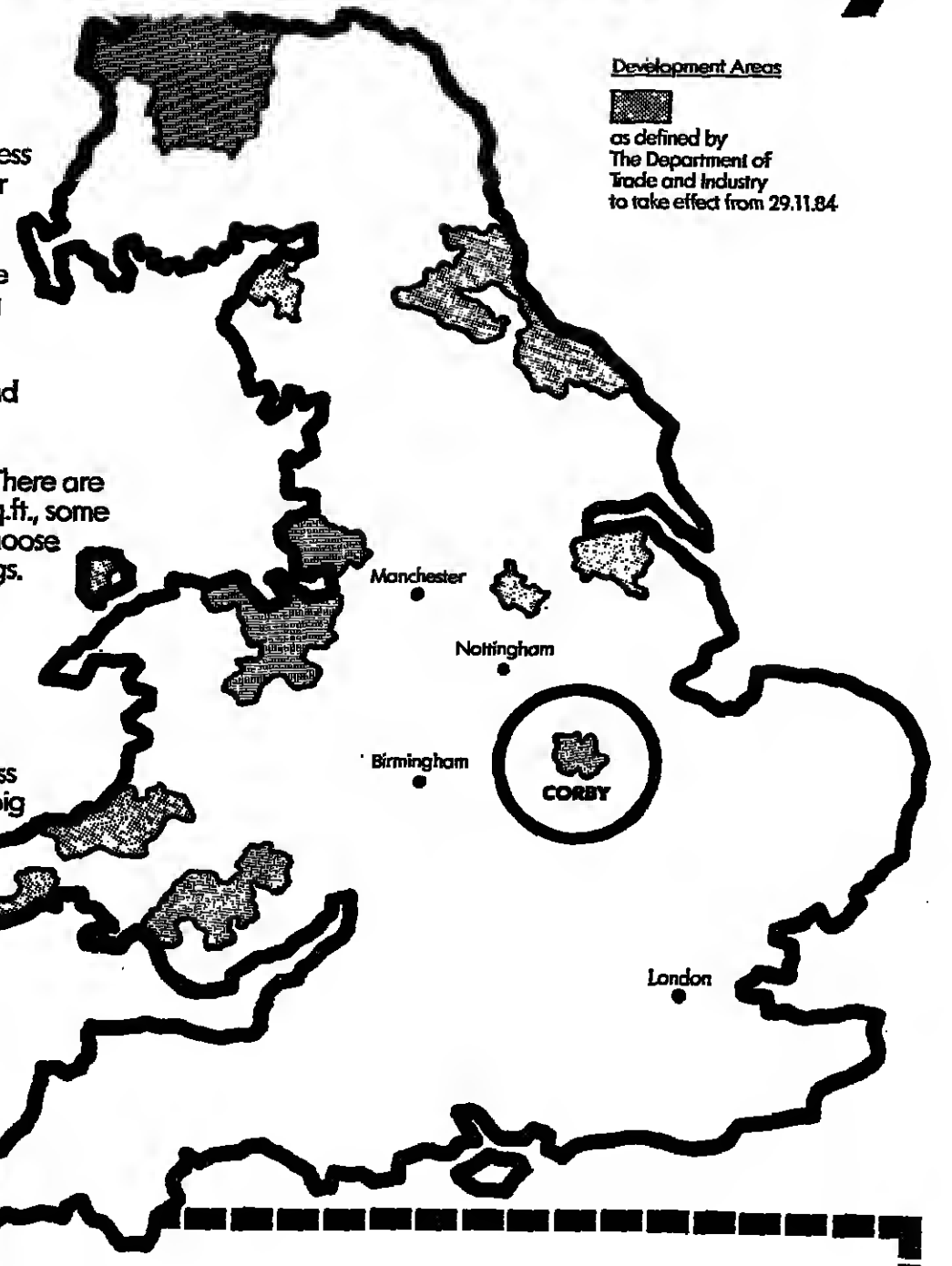
Corby has **EEC aid for small businesses**. £1m is now available to aid efficiency.

Above all, Corby is right in the heart of England. Within 80 miles of London. 50 miles from Birmingham. Strategically placed for any business that needs fast, inexpensive, easy access to the big South East and Midland population centres.

However far you look, you will find that, as a total package for the success of your business, nowhere else comes within miles of Corby.

Development Areas

as defined by The Department of Trade and Industry to take effect from 29.11.84



Nedlloyd

Worldwide Transport & Energy

Nedlloyd Group, Houtlaan 21, 3016 DA Rotterdam, The Netherlands
Telephone number: (010) 177911. Telex number: 27087 ndgr nl

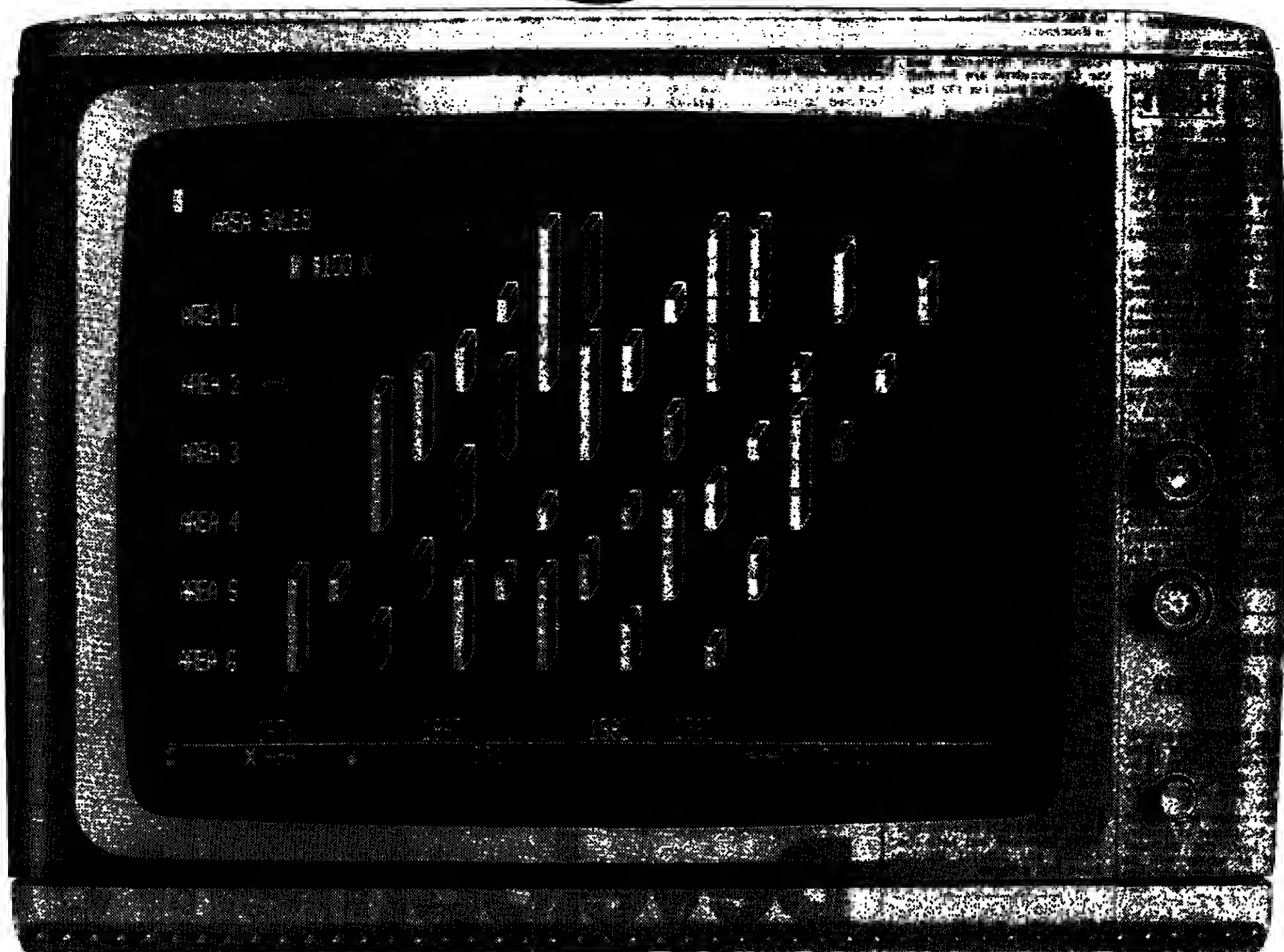
Name:
Company:
Position:
Address:

For more information, send to Fred McLanaghan,
Director of Industry, Corby Industrial Development Centre,
Douglas House, Queens Square, Corby Northamptonshire
Telephone Corby (05363) 62571 Telex 341543
Posttel. Key # 20079 #

CORBY WORKS

FT.3/6

The Big Picture.



The Bigger Picture.

The big picture, above, is displayed on the ITT 9236 color display terminal.

Which lets one organize business data in big, colorful, easy-to-read graphics.

But the ITT 9236 is only part of the picture. The bigger picture is the whole 9000 series of display terminal products from ITT.

This family of products includes everything from display terminals

and printers, to our ITT XTRA™ Personal Computer.

It includes something else: a

variety of highly sophisticated technologies.

And that's the point we're trying to make, really.

At ITT

more and more of what

we're doing today involves companies in high technology, or other growing fields.

In fact, as a matter of corporate strategy, we're concentrating our resources on such businesses.

The result is a very different ITT. But it's one for which we see unusual opportunities—and rewards—

opening up. If you get the picture.

ITT

It's a different world today.

WORLD TRADE NEWS

Australian airline orders eight Airbus A-320s

BY DAVID MARSH IN PARIS

IRBUS Industrie, the European aircraft manufacturing consortium, has chalked up fresh orders for its new 150-seater A-320 aircraft, with a firm contract for eight of the aircraft announced at the weekend with the Australian airline Ansett.

Ansett, owned by Thomas Nationwide Transport and Mr Rupert Murdoch's News Corporation, will take delivery in 1986 or 1987. It also has placed nine optional orders for the A-320—formally launched in March 1984 by the four-nation consortium—to 75, with the same number of options.

M Jean Pierson, the Airbus chairman, told a Press conference that the eight firm orders, together with spare parts and support equipment, were worth about \$365m (£222m).

Most of the aircraft will be used on domestic routes, although some will fly on Ansett's international operations.

The A-320 will make its entry into service in 1988 as part of Airbus's bid to widen its range of planes in response to competition from U.S. manufac-

turers. The Ansett order—which follows confirmation last week that Pan American World Airways is buying 12 wide-bodied A-310s and 16 A-320s—marks the first time that a company from the Asia-Pacific region has opted for the narrow-body plane.

Sir Peter Ables, co-chairman of Ansett, said the order was signed last month in Sydney. M Pierson said Airbus could announce other deals during the Paris air show, which continues until next weekend.

The Dutch aircraft manufacturer Fokker has sold four of its new Fokker 50 passenger propellers to Norwegian regional operator Budy Bee in a deal worth \$120m (£28m). Renter reports.

The company said the aircraft would replace the Fokker F27 Mark 100 aircraft already in service with the airline. Budy Bee carries out flights for the Norwegian Defence Ministry and is a sub-carrier for the main Scandinavian airlines.

The order brings sales of the new Fokker 50 to 25 aircraft from three airlines, with options on a further six sales.

Westland and Agusta start talks on joint helicopter

BY MICHAEL DONNE, AEROSPACE CORRESPONDENT

WESTLAND of the UK and Agusta of Italy, two of Europe's leading helicopter manufacturers, have begun negotiations on a common programme to develop a light attack helicopter, designed for the future requirements of the British and Italian armies.

The multi-billion dollar programme aims to produce a helicopter system to meet both armies' needs over the next 10 to 20 years for anti-tank, anti-aircraft, scout and other roles. The aircraft will be based on the Italian A-129 Mangrove helicopter.

The programme is the first result of a Memorandum of Understanding signed by the two companies about a month ago, which seeks closer collaboration on helicopters between Westland and Agusta.

The two companies are already collaborating on the development of the multi-billion dollar EH-101 anti-submarine warfare helicopter, which is expected to be one of Europe's major helicopter programmes.

But in addition to the EH-101 and now the A-129 programmes, Westland and Agusta believe much benefit can be gained from even closer collaboration on other programmes.

They have therefore begun a review of their respective marketing sales and customer support organisations, to see if they can rationalise them more.

As part of this plan the existing joint Westland-Agusta company, EHI, set up to run the EH-101 programme, has established a marketing division in Milan to direct Westland and Agusta's activities in the worldwide marketing, sales and support of the EH-101 itself.

Another company, EHI Incorporated, has been formed in the U.S. to pursue sales of the EH-101 there.

Mr Raffaello Teti, chairman of the Agusta group, announcing the new agreement at the Paris Air Show at the weekend, stressed that the extension of collaboration in Europe did not reflect any lack of desire for collaboration with the U.S.

Hong Kong optimistic on U.S. textiles Bill

By David Dodwell in Hong Kong

RESTRICTIVE textile import legislation being put before the U.S. Congress is likely to attract a presidential veto and is unlikely to win majority support in the Senate, Mr Verrick French, Hong Kong's textile lobbyist, said in the British territory at the weekend.

The Bill, talked of as the Jenkins Bill because it is being drafted by Mr Ed Jenkins, a Georgia Democrat who is chairman of the Congressional textile committee, would, if passed in its present form, cut textile and garment imports from most Asian exporting countries back to 1983 levels.

Mr Donald Tsang, Hong Kong's deputy director of trade, said the U.S. market, said recently: "It is the worst piece of legislation we have ever seen. Our level of concern is very high."

It comes in the wake of sweeping new "country-of-origin" laws introduced last autumn which were seen as a response to protectionist lobbies in the U.S. Hong Kong knitwear manufacturers say these changes alone will cost them HK\$30m (£300m) a year in lost orders.

As a major producer and exporter of pirated music, software and books, Singapore is causing losses to these industries worth hundreds of millions of dollars, principally because of its inadequate safeguards for "intellectual property."

The strongest condemnation so far has come from the U.S. most recently from Mr Lionel Omer, under-secretary at the U.S. Department of Commerce.

A further irritant to Third World textile manufacturers is that the Jenkins Bill specifically excludes exporters from the European Economic Community and Canada, which together account for more than half of U.S. textile and garment imports.

Mr French said supporters of the Jenkins Bill were spending about \$500,000 (£400,000) a month lobbying Congressmen to back the legislation.

Mr French has been lobbying on behalf of exporting countries, as well as sympathetic groups in the U.S. — including retailers, exporters of farm products, and U.S. consumers who face higher garment prices if the legislation is enacted.

He said Mr Jenkins was likely to win necessary majorities in the House of Representatives, but that he would probably not press his bill through the Senate, where success seems less likely.

The Hong Kong Government paid Mr French an initial HK\$1.6m to campaign on its behalf in the U.S. There has been some opposition inside the Hong Kong Government to such spending, and Mr French's visit to the territory was seen in part as an attempt to convince the Administration that it is money well spent. A new contract is soon to be finalised.

EEC considers U.S. steel proposal

BY QUENTIN PEEL IN BRUSSELS

EEC considers US steel proposal by Quentin Peel in Brussels — A NEW U.S. proposal setting the conditions for allowing extra imports of steel pipes from the EEC will be presented to the 10 member states this week, following high-level weekend talks in Washington.

The plan was brought back to Brussels yesterday by Mr Willy de Clercq, the European Trade Commissioner, who promised an answer by the end of the week to his U.S. counterpart, Mr Malcolm Baldrige, the Secretary for Commerce.

The only official comment on the talks made by both sides was that "considerable progress" had been made to end

the long-running dispute over the import of at least 110,000 tonnes of pipes for the all American oil pipeline being built from Texas to California. These pipes, for which French and West German companies have contracts, would be in addition to the quota agreed last December for U.S. imports of EEC pipes and tubes, set at 7.8 per cent of the U.S. market.

The EEC claims that U.S. producers cannot fulfil the demand and that under the terms of the quota agreement, therefore it should be permitted to increase its exports to the U.S. The U.S. has been seeking to put extra conditions on its approval of imports in excess of the quota limits.

The U.S. proposal is understood to link all three elements in the omnibus package sought by the U.S. but hitherto resisted by the Community:

- Recognition of the EEC demand to give effect to a "short supply" clause in the pipes and tubes agreement, because of the inability of the U.S. industry to meet the oil pipeline's needs;
- The American demand for an early renegotiation of the 1982 carbon steel agreement, which expires at the end of this year;
- The parallel U.S. demand to include an extra 17 steel products in that negotiation, including semi-finished products.

Mr de Clercq will put the plan to the permanent representatives of the Ten in Brussels on Wednesday, with provision for calling an emergency meeting of industry ministers in order to give a firm reply by the end of the week.

Stewart Fleming in Washington adds: Following the negotiations, the Commerce Department issued a statement saying that considerable progress had been made and that officials had agreed to talk again this week.

Some officials are suggesting that in spite of the progress there is still some way to go to narrow the areas of disagreement.

UK minister urged to raise copyright issue in Singapore

BY OUR SOUTH EAST ASIAN CORRESPONDENT

MR Paul Channon, British Minister of State for Trade, is being pressed by British book and music publishers to raise the controversial issue of copyright protection when he visits Singapore on June 26.

The visit is part of a trip organised by the Singapore Chamber of Commerce and Industry. Margaret Thatcher's whirlwind south east Asian tour in April. The trip has already taken on added importance with his inclusion of Thailand, where a Leyland consortium is trying to clinch a \$385m bus contract.

As a major producer and exporter of pirated music, software and books, Singapore is causing losses to these industries worth hundreds of millions of dollars, principally because of its inadequate safeguards for "intellectual property."

The strongest condemnation so far has come from the U.S. most recently from Mr Lionel Omer, under-secretary at the U.S. Department of Commerce.

A year ago a U.S. delegation of government officials and industry representatives accused the Singapore government of tolerating "blatant piracy."

The UK has hitherto adopted a lower profile in making its views known.

Now, it seems, pressure is building for a stronger public stand. Even in Singapore the International Chamber of Commerce has spoken up strongly in support of legislation.

The Singapore Government is drafting a copyright law, but this seems unlikely to be enacted before next year. The draft, which could be completed by the end of the month, must still be submitted to the Law Ministry and to a special copyright committee before going to parliament.

It is also unclear at this stage when, or even whether, Singapore will accede to international copyright conventions. It is thought the island state may try instead to arrive at "bilateral" arrangements with other countries.

Australia moves to boost south east Asian ties

BY CHRIS SHERWELL IN SINGAPORE

AUSTRALIA has sharply raised its trade profile in south-east Asia through a visit to Indonesia, Singapore and Thailand by Mr John Dawkins, the country's new Minister for Trade.

The visit, the first by an Australian trade minister to the region in several years, will be followed by trips to Malaysia and the Philippines later this year, and underscores Australia's growing appreciation of south-east Asia's economic, political and strategic significance.

Indeed, Australian Cabinet Ministers have a standing instruction from Mr Bob Hawke, the Prime Minister, to increase contracts in the region and to make a point of stopping off to visit their counterparts whenever returning from trips further afield.

In Jakarta, where he met President Suharto, Mr Dawkins urged Indonesia to take greater advantage of Australia's developing countries' preference scheme, which gives duty free or concessional access

to Indonesian goods in the Australian market.

In textiles, clothing and footwear, he said, Indonesia's share of a \$2bn (£1.05bn) market was only \$10m. He added that generally the size of the Australian market open to international suppliers had increased by 15 per cent in the past year.

In Singapore, which is Australia's largest south-east Asian market, Mr Dawkins indicated strong Australian interest in joint ventures with Singaporean partners to tap the vast Chinese market now opening up. The idea is a pointer to Singapore's potential role as a gateway to China.

Collectively, the six countries of the Association of South East Asian Nations (Asean) — Singapore, Indonesia, Thailand, Malaysia, the Philippines and Brunei — are Australia's fourth largest trade partner. Singapore itself is one of the largest investors in Australia after Britain and Japan.

SHIPPING REPORT Trampships suffer slow month, says broker

By Joan Gray

MAY WAS a disappointing month for trampship owners, according to broker Matheson (Chartering).

Drycargo rates in the Western hemisphere, which had shown belated signs of seasonal improvement in the previous two months, began to tumble. Lower grain rates on the important routes from the U.S. Gulf to North Europe and the Far East were attributed to an increase in the permissible Mississippi draft and the bigger cargo listings possible.

The softer tone in the north and south Atlantic basin was largely a reflection of reduced Soviet pressure and the decline in demand which usually occurs in midsummer.

There was no change in the Far East, where conditions continued difficult for trampships, and it was not unusual to wait for days for cargo. Long-haul business out of the area was especially scarce, and owners often had to accept local trading around China, Japan and Korea. But after perhaps only 15 days owners were back in the same depressed market.

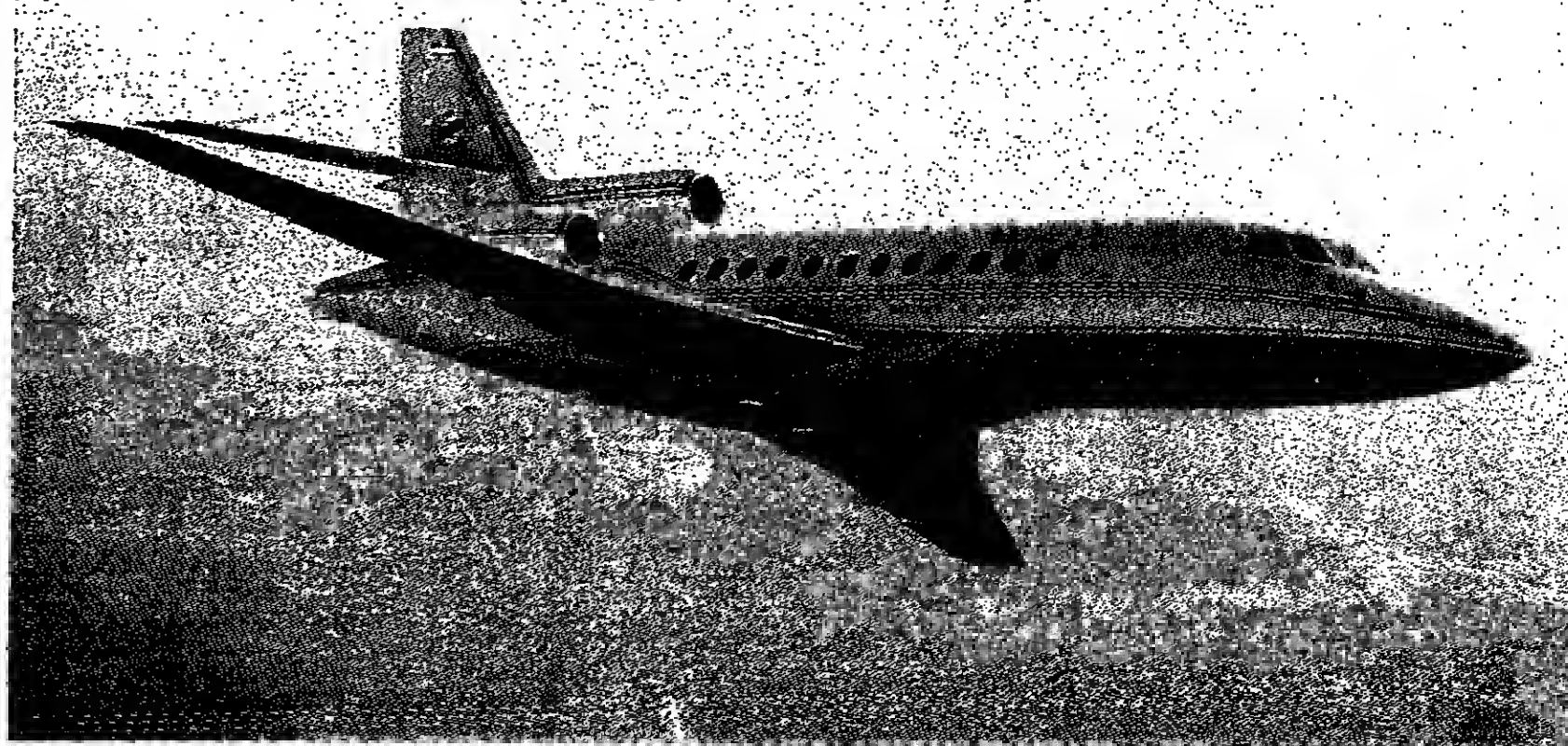
Ericsson deals

L. M. ERICSSON, the Swedish telecommunications and information systems group, has won several mobile telephone orders worth \$23m (£18.2m). David Brown writes in Stockholm.

The largest, valued at \$20m, involves turnkey delivery of switching equipment, base stations and terminals to Perumal, the Indonesian public telecommunications administration, and several private buyers.

PARIS AIR SHOW 1985.

BUSINESS AT THE TOP, MEET THE LEADER. THE FALCON 900.



June 1985, the world of business aviation meets its leader, the Falcon 900, at the Paris air show.

Recognized as the leader by aviation experts who flew it, the Falcon 900 is not a project any more: it flies... and production follows on.

A leader in comfort, the Falcon 900 sets new standards in the balance of cabin proportions, volume, light and silence. The degree of engineering knowhow applied to the most trivial elements of comfort is astonishing.

A leader in performance, the Falcon 900 is not only allowing ample intercontinental range, it also has the lowest approach speed and the highest speed limit. It may cruise at 0.85 times

the speed of sound but proved it can fly at .94 Mach.

A leader in optimization, the word to express an unceasing quest for efficiency, the Falcon 900 is optimized not maximized. Thus, taking off for its maximum trip, the Falcon 900 will weigh 21,000 kilograms, 10 tons less than its competitor, yes... one third less weight. Efficiency is also in the modern systems in ever more reliable and thrifty Garrett engines. It is also in a degree of maintainability never reached before.

A leader in safety. With the reliability of three engines and their associated systems, with the famous Falcon control system and flying qualities that pilots appreciate in every flying condition, the Falcon 900 embodies the solid strength of good engineering.

Aerodynamics, flying features, quality of engineering issued from wide and far reaching experience, design for availability, every feature qualifies the new leader in the world of business aviation. The Paris air show this year offers you a chance of meeting the Falcon 900.

A business meeting to be given high priority in your schedule...

Dassault International

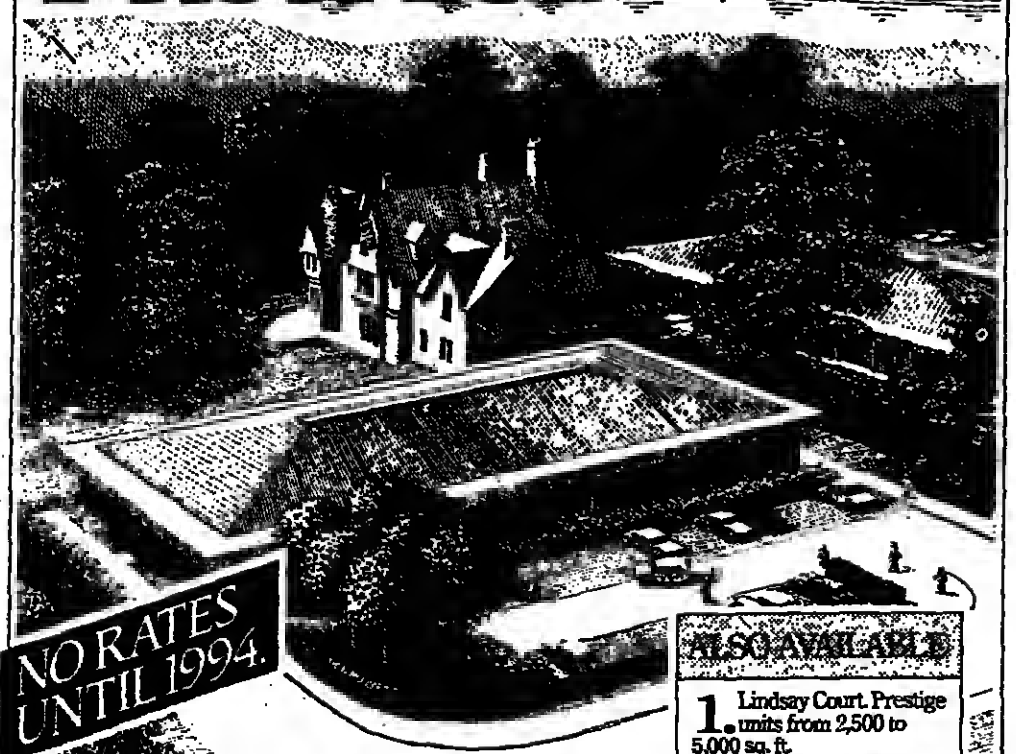
Business takes off with Falcon

World Economic Indicators

	Mar. '85	Feb. '85	Jan. '85	Mar. '84
U.S.	7,041	6,301	4,270	4,817
Japan	22,479	22,302	22,544	20,921
W. Germany	32,097	31,139	34,263	40,945
UK	7,020	6,415	4,729	8,788
Italy	14,737	17,785	19,080	17,317
Belgium	3,716	3,731	3,629	3,662
Netherlands	7,371	7,232	7,624	9,387
France	19,502	19,102	19,102	17,505

Source: IMF

PROSPECT



WHERE BETTER TO SPREAD YOUR COMPANY'S WINGS.

Situated at the heart of Dundee Technology Park is the Prospect Business Centre. This high-quality small workspace complex imaginatively combines a regally refurbished Victorian mansion with two unpretentious contemporary pavilions.

Enjoying excellent views out over the River Tay, Prospect has been designed specifically for the discerning small technology-based company. Fully managed facilities will include secretarial and business services, including state-of-the-art telecommunications. Twenty-four units range from 300 to 2,000 sq. ft.

Enterprise Zone status means no rates until 1994.

Other benefits include flexible lease terms, ample parking and superb landscaping.

If you're expanding and looking for the ideal new headquarters, or if you're planning to start in a new technology field, then the prospects at Dundee Technology Park are well worth looking into.

For further information, please complete and return the coupon to: The Dundee Project, Nethergate Centre, Nethergate, Dundee DD1 4BU. Telephone: (0382) 29122.

1. Lindsay Court, Prestige units from 2,500 to 5,000 sq. ft.
2. Bespoke build sites. Unique plots suitable for developments 10,000-30,000 sq. ft. and larger.
3. Advance accommodation. Central plot ideal for 40,000 sq. ft. quality advance development.

THE DUNDEE PROJECT

The Dundee Project, Nethergate Centre, Nethergate, Dundee DD1 4BU. Scotland. Please send information on property and rates available in the Technology Park.

Name: _____

Company: _____

Address: _____

FTM3

Dundee Technology Park—Scotland's First National Park

THE ARTS

Architecture/Colin Amery

Struggles at the Royal Academy

Architecture at the Royal Academy has improved its presence. You can see the large silver model that dominated the centre of Gallery 6 from the moment you reach the top of the stairs. It is encouraging that this year the mother of the arts has regained her place at the heart of the exhibition.

Passing through the central hall on the way to the architecture room does not miss the group of paintings by the late Meredith Frampton. His surreal calm and his understanding of formal composition are a good preparation of architecture. His accuracy had the power to disturb and his sense of the face of things—that which we present to the world—was uncanny in its perception.

Architecture is a hard thing to exhibit for public enjoyment. Architects are only showing the face of their work by exhibiting it in two dimensions. Even the architectural model is a hard thing to exhibit. It is a good thing that this year's exhibition—displays a misleading sense of scale. The room this year is full, 137 exhibits selected by a haphazard committee that included three architect academicians, Leonard Manasseh, Sir Philip Powell and H.T. Cadbury Brown, the Royal Academy Professor of Architecture.

It is a good display, redolent with the confusion of the present architectural debate, but curiously satisfying because you can sense the intensity of the effort that is now going into

the recovery of England's built world.

Let me deal immediately with the central exhibit by the architect Richard Rogers. It is a £30,000 model of the entrance area of the new Lloyd's. Like the building itself it is gleaming with polished stainless steel and has the air of an oil refinery. I have never much cared for the Pompidou Centre in Paris by these architects because it is such a horrible place inside—a grim environment for looking at pictures. But that was a long time ago and Lloyd's is undoubtedly a better example of the same genre.

In order to create a dealing room three times larger than the present one at Lloyd's Rogers pursued his one constant idea of removing all the service elements of his architecture to the edges of the site and freeing the centre for large, clear, unobstructed space. This is a radical and difficult idea because it must increase the size of what architects call "the external envelope." Imagine all the lifts, lavatories, staircases, plumbing and ventilation of your house hanging on the outside walls and you will have grasped the concept behind a Rogers edifice.

There is no doubt that the outside of Lloyd's looks complex and eccentric, particularly its roofline with its Portakabins and cranes that look temporary but are, in fact, permanent.

Inside, the great atrium with

an arched and glazed roof on Crystal Palace lines will undoubtedly be a striking sight, a commercial cathedral. American in spirit and English in the wish to show the world how complex its details are. Lloyd's will cost £20,000 sq ft (gross) for £15m—new crystal palaces do not come cheap. It will open in 1986.

The R.A. shows a later example of British high technology with the large and glittering model of Michael Hopkins's proposals for the enclosure of Basilston Town Square. Half the pleasure of looking at this is that it lights up and has the kind of mechanical charm of the space models in the Science Museum. To cover up a shopping square and impose upon it the aesthetic of technology is an interesting and provocative idea. Could a similar arcade roof be hung over the horror of Oxford Street with the traffic removed? The trouble with technological glamour is that it works best on sites where you can start from scratch.

Both Richard Rogers and Michael Hopkins would enjoy the fine drawings from the office of Donald Insall showing the restoration and repair of the magnificent conservatory at Alton Towers.

The Mr. Abraham employed by the 15th Earl of Shrewsbury to embellish his landscape gardens at Alton in Staffordshire designed a conservatory that evoked the fantasies of the Arabian Nights beneath its seven glass domes. How telling

it is to see how technology and the ideas of the Picturesque combined in the first half of the 19th century to produce such magical places as Alton. It is glorious news that restoration is underway.

It should be noted that this year's room demonstrates the gradual improvement in the level of architectural drawing. John Outram's Isle of Dogs Pumping Station is a powerful drawing and at a gentler level I liked the drawings and ideas of Jeremy Till, Peter Hull and the elegant decorative drawings of Martin Nash.

We hear a great deal about pastiche and imitation of the past in the architectural debate of the moment and it is worth pointing out that some of the exhibits in the R.A. continue to display the weakness of this approach. For example there is a drawing by Julian Bicknell of an organ case for Magdalen College, Oxford, that is not as good as the average level of work turned out by Edwardian firms of church furniture in 1910.

There are houses and libraries that are about the standard of the work of that Victorian entrepreneur, Captain Fowler. If it is original ideas and far between. But the struggle is on display and occasionally it is triumphantly resolved. English architects, like some of the Academy painters, have got to ensure that they don't drown in the clichés of the 1980s—times have changed and real talent is still scarce.

Così fan tutte/Covent Garden

David Murray



Anne Howell and Margaret Price

At the Royal Opera Così fan tutte, in John Copley's much-revised production, has led its ups and downs. This time, with a very good team of principals, Grazia Sciutti has been enlisted as "co-producer." Herself a famous bright and vivacious Despinza, Miss Sciutti has had a palpable effect on the physical style of the goings-on. There is more comedy and less farce, livelier posturing and less knockabout, an exuberant range of gesture: some of the arias are almost as much danced as sung. It is perhaps a little busy, but it has a consistent impulse—and in the right direction.

Colin Davis conducts excellent Mozartian that he is, with affection and verve. (Momentary lapses of ensemble were instantly forgotten: Sir Colin's first nights are not reliably tidy.) He had the benefit of a devoted Prom audience, always a tonic, for this Così was the last evening of the Covent Garden Prom week sponsored annually by the Midland Bank. The passages of the score which are virtually chamber music were dwelt upon with special tenderness.

Margaret Price's Fiordiligi, under gracefully and the general high spirits, but so far as to compromise her great set-pieces: "Come scoglio" of fiery dignity, a noble "per pietà" that expects a whole character, Francisco Araiza's Ferrando matched her in a melting "Fra gli ampiei," and if his tone is a little darker and drier than before he still etched

his "Aura amorosa" most delicately. Anne Howell, plainly determined to make as much of slightly Dorabella as possible, more or less succeeded: the determination was over-visible, but the witty insights she lavished on her music were real and serious.

As Guglielmo, Russell Smythe

moderated his jocular histrionics as the evening went on. He allies good musical sense to an interesting baritone timbre, though he made Spetcher's tone of too many recitatives. (As usual with non-Italian casts, the recitatives are anyway rarely quick enough.) The suave Don Alfonso is Richard Van Allan, too urbane to be much in-

volved. The actual Despinza is Lillian Watson, very charming; the Sciutti persona flickered often in her gestures, but the Watson soprano is warmer and less insouciant than the Sciutti's elegant insolence is not quite her style. And, by the way, the Notary's marvellously funny and touching music deserves to be sung, not croaked.

Home/Shaw

Michael Coveney

The Negro Ensemble Company were welcome guests at last year's Edinburgh Festival with *A Soldier's Play*, source of the recent film. They return with a much less compelling piece, a similarly old-fashioned, pitifully sparse turn-out at the Shaw on Friday night was yet another indictment of the organisational fiasco also known as the American Festival.

Home tells the story of Cephus Miles, a cotton-picking farm hand in North Carolina who leaves his native cornfields and bog pens for the big city life. He refuses the Vietnam call-up and languishes in jail for five years. He becomes a Communist for "spitting on the flag" he drifts into alcoholism and drugs, sweeps floors and shines shoes. Washed up and cleaned out, he takes the Greyhound Bus back to base where his childhood sweetheart, newly and conveniently divorced in Richmond, Virginia, has secured the deeds on his old folks' land. This cornball happy ending is dramatically weak but in line with the overall sentimental drift of the whole.

Mark Twain and Salinger.

rather than Steinbeck, come to mind. The most vital passages struck me as the early ones about pitching dice on white men's graves (smoother than the black memorials) and succumbing to a little revivalist salvation in order to sneak under a sweetheart's dress. The jokes are fine, if a little cosy. The noive poetic outbursts are faintly embarrassing.

On a bare platform stage, timbers silhouetted against a changing sky, the acting trio of Samuel L. Jackson, Elaine Graham and S. Epatha Merkerson cannot be faulted. The latter two ladies play girlfriends, relatives, hookers, stone-faced welfare officers and even bus drivers with some brio and much style. Mr Jackson as Cephus, lithe and lanky, is an instantly sympathetic performer, whether blithely passing himself off as a Philadelphia smoothie, urgently buttonholing us with other vaguely interesting anecdote about unknown old-timers, or painfully consuming the news about changing times back on the old homestead. A decent enough show but nothing to indicate a great surge in black American playwrighting.

Naked in the Bull Ring

B. A. Young

Seen at Birmingham Rep, this is the third part of a trilogy but you do not have to know the first two to follow the drift.

We learn from throw-away references that a firm making locks once run by George Newman has been taken over by his son, who has taken to Northern Ireland and out of the play. All that remains is George (John Burgess) the ageing head of the family, sitting at a new computer with the mistaken idea that he can use it to the firm's advantage.

We are left only with family affairs. There is friction between George's wife Connie (June Barrie) and his 90-year-old mother, who has had a fall and becomes increasingly senile. The old lady, played to the life by Margery Withers, resents Connie because she remembers that during the war when George was in the army, Connie had a fling with his brother Len, her favourite, that resulted only in a stillborn child. She asserts her resentment by adding disgusting extras to the natural dirtiness of extreme old age.

This enmity is extended throughout the play by her reluctance to tell anyone about this old affair. What occupies

the foreground is the problem of what to do with her or with any old lady unable to look after herself, but unwilling to go into a home to be cared for. Miss Withers, though she plays a very nasty old woman, managed to win my sympathy, for the rest of the family are pretty nasty too.

All else in the family portrait is decoration. Len (Raymond Mason), pays a couple of short visits, talks about his pills and his Railroad, and shows no recollection of his 40-year-old love.

The talk is commonplace family talk, the everyday lines, as the author admits in the programme, of his own family existence.

It is more expertly played than John Dove's direction that it deserves. There is a great reversible set by Di Seymour, showing the interior of the Newmans' bungalow, the "other room" one way round, the "front room" the other way round. You can do this sort of thing on the Birmingham Rep's enormous stage. You cannot show anyone naked in the Bull Ring, Birmingham's shopping centre. The old lady dreams she was, but she was only delirious.

Aida/Coliseum

Rodney Milnes

John Copley's 1979 production of *Aida* was the last ENO spectacle. It was the last, whether in the theatre or on record. Full and creamy of tone and technically utterly secure, her athletic soprano is even from a house-filling top C down to a darksome chest register with no suggestion of gear-change.

All that is lacking on this showing—if one may be hypercritical in the face of such abundant talent—is a genuine pianissimo: the final duet was a little stentorian given the stuffy circumstances, and the transfiguration C in the Nile aria—although approached honourably—didn't quite come off. It will, and in general Miss Richardson's hugely accomplished singing was an occasion for drop-jawed wonder.

Those who can sing *Raiders* do not grow on vines either, and in the Brazilian Eduardo Alvarez the company has found one with appropriate military *soffio* in plenty; sadly there is a beat to go with it, occasionally of a width that might be deemed a volte, but Mr Alvarez defeated it in time for the last two acts, and relaxed into some pleasing soft singing. He acts enthusiastically.

Like all the principals Margareta Elkins, returning to London to spell in her native Australia, projects the words clearly, and she relishes Amneris's *Dynasty*-style skull-duggery in the second act more than the barnstorming of the fourth, where the orchestra was too much for her: hers is an honest, quietly satisfying reading.

Neil Howlett repeats his crisp, sunny, horribly implacable Amnassoro, there is an auspicious house debut from John Connell as Ramfis, and an ideally secure Priestless from Jane Eaglen. Mario Bernardi's conducting has masses of dramatic thrust and just enough expansion; orchestra and chorus were at their best for him on the first night. This is an excellent revival.

When did we last hear a real Aida voice like this, whether in the theatre or on record? Full and creamy of tone and technically utterly secure, her athletic soprano is even from a house-filling top C down to a darksome chest register with no suggestion of gear-change.

All that is lacking on this showing—if one may be hypercritical in the face of such abundant talent—is a genuine pianissimo: the final duet was a little stentorian given the stuffy circumstances, and the transfiguration C in the Nile aria—although approached honourably—didn't quite come off. It will, and in general Miss Richardson's hugely accomplished singing was an occasion for drop-jawed wonder.

Those who can sing *Raiders* do not grow on vines either, and in the Brazilian Eduardo Alvarez the company has found one with appropriate military *soffio* in plenty; sadly there is a beat to go with it, occasionally of a width that might be deemed a volte, but Mr Alvarez defeated it in time for the last two acts, and relaxed into some pleasing soft singing. He acts enthusiastically.

Like all the principals Margareta Elkins, returning to London to spell in her native Australia, projects the words clearly, and she relishes Amneris's *Dynasty*-style skull-duggery in the second act more than the barnstorming of the fourth, where the orchestra was too much for her: hers is an honest, quietly satisfying reading.

Neil Howlett repeats his crisp, sunny, horribly implacable Amnassoro, there is an auspicious house debut from John Connell as Ramfis, and an ideally secure Priestless from Jane Eaglen. Mario Bernardi's conducting has masses of dramatic thrust and just enough expansion; orchestra and chorus were at their best for him on the first night. This is an excellent revival.

Woman in Mind/Scarborough

Martin Hoyle

Those of us who have detected demonic presences lurking on the back lanes of Alan Ayckbourn's suburbia are vindicated. His new play at Scarborough's Stephen Joseph Theatre in the Round begins as *The Secret Life of Walter Mitty* as bored Susan escapes from her dreary marriage into fantasising wish-fulfilment; adds a dash of *Blithe Spirit* when she baffles her everyday companions by addressing the apparently invisible presences; and turns into a suburban Exorcist with intimations of diabolic possession, the desperately isolated heroine left gibbering on a darkening stage.

All of which is unfair to Ayckbourn who remains uniquely Ayckbourn; though his latest look at the tragically frustrated, inarticulate and uncommunicative cross purposes of the middle classes has moments on automatic pilot. There is a touch of the mechanical TV sitcom formula in such running gags as a whining in-law's culinary disasters or the (60s) booklet on parish history that has absorbed the energies of Russell Dixon's blandly evasive vicar for years.

To compensate for the absence of comic set-pieces or stalling social observation we get a deeper and rarer foray into typical Ayckbourn territory: the intelligent and imaginative woman driven into solitude by the obtuse incomprehension of those around her.

Just Between Ourselves and Absent Friends tipped the victim-figure into near-catastrophic withdrawal and breakdown respectively. Here, for a long time, the victim-figure is a middle-aged Susan copes by creating a phantom family, white-cloth and graceful: Robin Herford's still-passionate husband, enunciating the idiom of better-class woman's fiction ("We'd all be lost without you... I love you more than words can ever say"); a younger brother whom John Hudson turns into a sportingly guided youth from a woman's fiction ("We'd all be lost without you... I love you more than words can ever say"); a daughter whose blond prettiness Caroline Webster makes as sinister as the children's ambivalent innocence in *The*

Turn of the Screw. The contrast with Susan's real husband—Mr Dixon at his most stockily prosaic—and dependent sister-in-law—Heather Stoney, all scrawny Schindler-like—rightly cues a black-out of horror and disgust.

As in a dream, the imagined family obscures elements from reality: the daughter assumes the scholastic brilliance that Susan unconsciously envies in the children of her bumbling doctor, for instance. But they begin to arrive, uninvited, interfere, take over, reveal themselves as parts of Susan herself. "Who are you?" she cries to the perfect lover she thinks she has created; the sudden darkness glows with the demon's traditional red in one of those presentiments of evil that cast an early evening chill over so many golden Ayckbourn afternoons.

Echoing that most underrated of Ayckbourn's recent plays, *Woy Upstream*—a journey to the heart of darkness on a violently chaotic river-trip—reality and fantasy mingle, the comedy underlined by an almost Calvinist conviction of rigidly-ordered damnation and grace. The climax is a nightmare jumble of shattered fragments of reality juxtaposed into a surreal mosaic. A fantasy wedding turns into a nightmare. The white-clad spectacle (even topper and tails are pristine) becomes nonsensical, inconsequential, a Fellini dream-sequence (Susan of the Spirits).

This fascinating play confirms the author's recent preoccupation with the darker side of human nature. It is a disappointment admirers of the peerless clown; but in place of frenetic comic virtuosity we have a sardonic comment on the way desperate escape-routes from painful reality can lead us. Some compassion, much pessimism; the usual fine team work under the author's own direction. Pleading not to be forgotten, Ursula Jones, the woman in a white dress, her final garbled cries of "December be! December be!" as the world fades into blackness.

Arts news in brief...

Jane Lapointe will play Joan in Shaw's *Saint Joan*, and Anthony Quayle will play Prospero in *The Tempest* in Compass Theatre Company's national tour of both productions. It starts this September with a three-week engagement of *Saint Joan* at the Theatre Royal, York.

The Prudential Assurance has increased its sponsorship to £25,000, and Rank Xerox is providing an overdraft facility.

The International Jazz

Federation has announced details of the Fourth IJF jazz competition to be held at Leverkusen, Germany, from October 9 to 13.

Entries are invited from young jazz groups in Europe. (All members must be below the age of 30.) An international jury will select up to six groups to take part in the competition on the basis of cassette recordings submitted by each group. The groups selected will be invited to perform during the 6th Leverkusener Jazz Days festival. The jury will nomin-

ate one group as European Young Artists 1985. They will receive an award and an additional prize of DM 5,000.

Full information from the IJF, 13 Foulser Road, London, SW17 8UE.

British groups have won the last two competitions. In 1983 it was Macdonald and last year the quartet First House took first prize.

London Festival Ballet is to give the world premiere of Ronald Hynd's *Coppelia* on

Tuesday July 2 at the London Coliseum. It is a party gala to benefit the Save the Children Fund and the LFB Development Trust.

Principal dancers will be Festival Ballet's artistic director Peter Schaufuss (France) and Eva Erdokumova (Soviet Union) with Nijels Bjørn Larsen as Dr Coppellius.

The production has been made possible by £25,000 worth of sponsorship from Barclays Bank, and £10,000 from the Government's Business Sponsorship Incentive Scheme.

Arts Guide

Music/Monday, Opera and Ballet/Tuesday, Theatre/Wednesday, Exhibitions/Thursday. A selective guide to all the Arts appears each Friday.

Music

LONDON

Royal Philharmonic Orchestra conducted by Antal Dorati with Nathan Milstein, violin, Bach and Brahms. Royal Festival Hall (Tue), (228 3101).

Manuel Opera Chorus and Orchestra conducted by Charles Fennell with Elizabeth Vaughan soprano and Ryland Davies, tenor, Arias and choruses. Queen Elizabeth Hall (Tue), (228 3181).

London Symphony Orchestra conducted by Omer Haderi with Andrew Haigh, piano, Rossini, Vaughan Williams, Grieg and Beethoven. Barbican Hall (Tue).

Northern Sinfonia conducted by Richard Hickox with John Lill, piano. Beethoven, Brahms Hall (Wed). Jacques Loussier trio, back to back. Royal Festival Hall (Thurs).

The King's Consort with Emma Kirkby, Vivaldi, Corelli and Ceminiani. Queen Elizabeth Hall (Thurs).

London Sinfonietta conducted by James Paul with Santiago Rodriguez, piano. Mendelssohn, Beethoven and Tchaikovsky. Barbican Hall (Thurs).

PARIS

Jose Carreras Recital (Mon). Théâtre de l'Odéon (742 0772).

Orchestre de Paris Mozart Festival with Daniel Barenboim as conductor and piano soloist (Mon, Wed).

Salvatore Ferragamo (Mon, Wed). Paul Keresztes choir and orchestra. Bach Magnificat (Tue), Saint-Severin in Church (537 4869).

Orchestra Nacional de France conducted by Sergiu Celibidache. Berlioz, Chopin, Beethoven (Thurs). Théâtre des Champs Elysees (734 9777).

Perspective 2 Ensemble Intercontinental conducted by Peter Eby with Yumi Nara, soprano, Elisabeth Laurence, contralto (Wed, Thurs). Centre Pompidou, Grande Salle (205 127).

Quatuor Arcana, Ensemble Orchestral de Paris soloists: Brahms, Schubert (Thurs). Salle Gaveau (563 2030).

WEST GERMANY

Berlin, Philharmonie: The New York Philharmonic Orchestra, conducted by Zubin Mehta. Mahler and Bach (Tue, Wed).

The Berlin Philharmonic Orchestra conducted by David Zinman. Gluck, Mozart and Dvorak. Soloist is Alfred Brendel (Tue, Wed).

ITALY

Rosini Auditorium: Via della Conciliazione: Carlo Maria Giulini conducting Verdi and Beethoven (Mon and Tue). Giuseppe Sinopoli conducts Mahler and Schubert (Thurs). (554 10 84).

NETHERLANDS

Amsterdam, De Meervart (Oudekerkplein 67). Throat singers and drum dancers perform traditional Inuit music from northern Canada (Mon, Tue). (10 73 83).

Amsterdam, Tropenmuseum (Mauze-

kade 63). Korean court and folk music (Mon, Tue).

Amsterdam, Kleins Komedie Theatre. Blue's blue and Kuzimusk by Maurizio Kagel, with the composer conducting the Festival Ensemble with soloists and vocalists (Wed). (240 934).

Amsterdam, De IJdeker (Weesperzijde 23). The Canadian Electronic Ensemble of Toronto (Wed, Thurs). (66 18 65).

VIENNA

Baroque Concert with Gundi Klebel, soprano, and Christa Peesendorfer, harpsichord. Bach, Bernhardt Kapelle (Tue and Wed).

Leipzig Chamber Orchestra conducted by Kurt Masur with Philipp Eisenberg, harpsichord. Dessen, Bach and Beethoven with Konstantin Wolff, with Gidon Kremer, violin, and Yo Yo Ma, Cello, Brahms (Thurs).

WASHINGTON

National Symphony (Concert Hall): Conductor, Metelklo Rostropovich; violinist, William Steinke; Bach, Brahms, Copland (Wed), conductor, Metelklo Rostropovich; Wagner, Mahler (Wed, Thurs). Kennedy Center (554 5776).

CHICAGO

Chamber Players of Chicago (Orchestra Hall): Beethoven, Brahms, Mozart (Wed 446). (436 8122).



Switzerland

FOR DETAILS ON HOW TO GET YOUR FINANCIAL TIMES

PLEASE CONTACT PETER LANCASTER
ON TEL: GENEVA 311604

Saleroom/Antony Thorncroft

The best of British

Anyone who missed out on the modern British pictures auctioned at Sotheby's last month has another opportunity on Friday when Christie's offers some equally impressive works. This is one sector of the art market where prices have lagged behind critical reappraisal, and compared with the Impressionists, post-Impressionists, and even High Victorian pictures, the best items seem remarkably cheap.

Among the artists coming back into fashion is Sir George Clausen, and a very typical scene of rural realism. *The midday rest*, which shows a woman suckling her child by a hayrick, should approach the £50,000 mark.

Another British school in favour is the Camden Town, with *The Hat Shop*, by Sickert, likely to sell for £20,000. *Camden Nude*, by Spencer Gore, for up to £30,000; and *Snow in Bloom*, by Charles Ginner, for around £15,000.

High fashion portraits are not yet in great demand so a painting by one of the leading artists in this field, Sir John Lavery, looks cheap with a £12,000-£18,000 estimate: it is of a girl in a red dress, reading by a swimming pool, and was included in the recent Lavery exhibition in Ireland.

Augustus John was so prolific

that his works have never commanded the prices his talent justifies and an interesting composition, *gothique* might only make £5,000. A Mark Gertler still life of flowers, once in the collection of Mrs J. B. Priestley, also looks cautiously estimated at around the same sum. Lowry and Paul Nash, Glynn Philpot and David Bomberg are all included, along with the old regulars, Munings, Montague Dowson and Russell Flint.

The Earl of Bradford, in his battle to meet death duties, is having to sell his collection of Dutch engraved glass—at Christie's tomorrow. This is unusual in not being a family heirloom—the young Earl has built up the collection in the last few years. It was a good time to specialise in Dutch glass and the 70 lots should raise a case of £250,000, with a goblet by Frans Greenwood, with an engraving of a woman selling fish, carrying the top estimate of up to £20,000.

Sotheby's is holding its annual nautical sale on Wednesday. American buyers will be interested in Napier's painting of *The Confederate*, an armed cruiser "Shenandoah", engaged in enemy ships in action, signed and dated 1865: it should exceed a £30,000 top estimate.

TECHNOLOGY

EDITED BY ALAN CANE

Banking on an electronic future

Alan Cane examines a different approach to bank automation

"TOMORROW'S banking hall today" would be a fair description of much of the new electronics for retail banking now being marketed by the major suppliers.

There are few surprises. Most of the devices now on offer have been anticipated in a thousand pictures of the shape of the banking hall of the future, painted by prophets of electronic banking over the past few years.

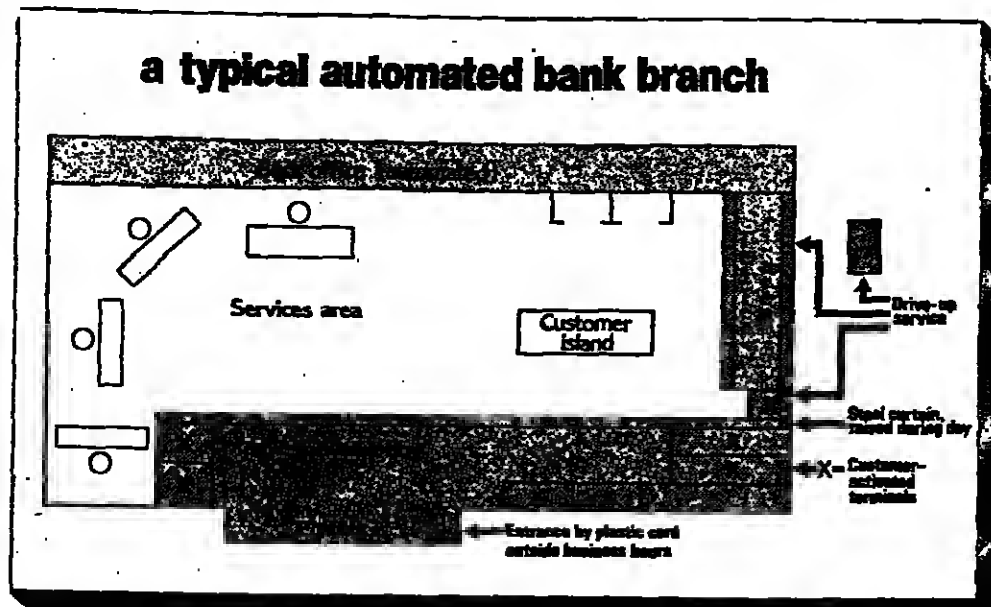
But if these devices—counter terminals, customer terminals, banking workstations—are much of a muchness, there are clear differences between manufacturers in the underlying philosophy of office automation. Philips, for example, places emphasis on the use of a branch controller, a small but powerful microcomputer based in each branch controlling all the devices in that branch together with communications to other branches and head office.

Burroughs, which today announces a new family of banking products under the general title Financial Systems Architecture, takes a different approach.

All its banking machines are basically personal computers (or workstations, as it likes to think of them) with special pieces of hardware added to turn them into teller terminals, customer terminals and so on.

The branch system is therefore built up of personal computer building blocks, any one of which can be designated the controlling computer.

Burroughs argues that this makes for greater reliability at low cost, since control of the system can be switched to any of the other workstations in the branch should the controlling workstation fail, a facility not available to those with a single dedicated branch controller.



However, Dr Richard Horsnell, managing director of Philips Business Systems in the UK, points out: "Fortunately, we are nowadays able to guarantee 99.9 per cent reliability—in effect, military standards of performance."

Burroughs is, in one sense, re-entering the retail financial services market and a little late at that. Philips, Olivetti and IBM are already ahead in installing this new generation of banking products. Olivetti and Philips, in particular, have made strong sorties into the building society market. Both have show branches up and running—Olivetti in Aalborg, Denmark as long ago as November 1982, Philips in Sveavägen, Sweden.

Burroughs has been and still is a major player in retail financial services technology;

its front office terminals were ubiquitous in the early days of electronic banking.

Mr Stuart Law, international marketing manager for Burroughs financial products, explains that the new architecture has been in development since 1982, based on the premise that the traditional financial services branch would be increasingly under threat.

The competitive pressures include traditional opponents like other banks and post-banks, but increasingly retailers, mail order houses, new financial services and new delivery methods.

But the banks have the advantage of an established network of branches which they can exploit in offering additional services including insurance, stocks and shares, travel, real estate and custom financial packages.

That does, however, raise questions about the ability of branch management and staff to change from an essentially passive role to become salesmen. The need for electronic assistance is clear, but every body agrees it is not an instant panacea.

Dr Catherine Smith, in Retail Banking in the 1990s, quotes suppliers as saying: "In banks, the lack is not in technical development staff. The lack is in productive development staff and sales staff. The marketing staff in banks are not sufficiently attuned to the product requirements of the customer base. As a result, they rarely specify the functions to which customers will respond."

"The technical staff, far removed from the front line customer contact, are often left to decide the functions which

their equipment will perform." Mr Law believes the banks are set to invest heavily in technology to provide better conventional services for the counter and the various offices of the branch and to provide new services.

To do this, the equipment will have to be able to provide a local branch information file with electronic profiles of the branches' customers on-line.

There will have to be integrated word and data processing and all the most sophisticated management aids—spreadsheets, models, graphs, expert systems.

Some services will have to be operated by the customer. The traditional banking counter will disappear and be replaced by open banking halls with cash dispensers and terminals enabling customers to query accounts and pay bills.

Mr Law argues the best way to achieve this is to replace the traditional teller terminal and data-entry terminal with an intelligent multi-function workstation.

The smallest branches might need only two such workstations—the larger, up to 12 in any one system.

Burroughs' candidate for the all-important multifunction workstation is its B25 microcomputer, developed by Convergent Technologies.

With a 130 megabyte fixed disk added, each B25 can become the branch processor.

The system can also feature automatic encryption through a plug-in "black box" containing all the electronic wizardry to code and decode messages. With the widespread use of this generation of systems from Burroughs, Philips, Olivetti and so on, technology for the financial services market will have reached a new level of maturity.

Heat-saving device that pays for itself

BY ROB GOLDING

FERRANTI managers in Edinburgh can tell you that non-stick frying pans were not the only spin-offs from the U.S. space programme.

They are spending £15,000 on a development funded by the U.S. National Aeronautics and Space Administration, that should save them at least that amount on their fuel bills this year.

The technology is the heat pipe which, although widely understood in the thermal efficiency business, has not until now been used in everyday industrial applications.

The engineer responsible for its development was Mr Hugh Scurrah who spent seven years at Bell Aerospace in America and is now chief design engineer for Mory Energy of Kingsbridge in Devon.

The proposal at Bell was that the inside of the wing of the space shuttle should become a vacuum and using the heat pipe principle—rapid condensation and re-evaporation—dissipate the excessive heat generated along the leading edge of the wing during re-entry.

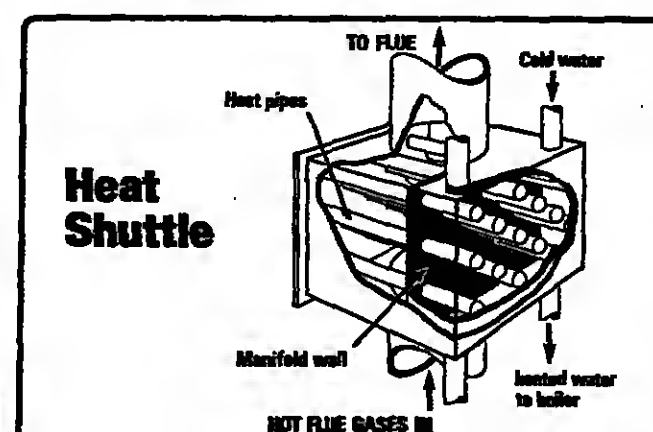
Mr Scurrah brought his knowledge to Britain in 1973 but only in the last year has the technology been refined.

Mr Adam Tucker, general manager of Mory, believes that he can cut by half the energy loss of the most efficient boilers—typically that means improving thermal efficiency from 80 per cent to 90 per cent. If that happens with the central heating boiler at the Ferranti chip plant in Edinburgh, the £15,000 investment will pay back in less than a year.

The principle of the heat pipe relies on a liquid—in this case water—boiling in a vacuum at a lower temperature than in the open air.

When it becomes a vapour it absorbs latent heat and moves to the other end of the pipe at the speed of sound. This end is being cooled so the vapour condenses and gives off heat.

Mory is installing a bank of heat pipes in a casing into a section of the flue pipe of the boiler. One end of the pipe projects into the stream of hot flue gases while the other is tapped into a water jacket.



Satellite hunt for lost cities

ARCHAEOLOGISTS in the Andean jungles are to use satellite technology.

With photographs from the U.S. Landsat Earth-mapping satellite and from a low-flying aeroplane, researchers hope to discover fresh information about the remains of Peru's Gran Fajana.

In two further archaeological investigations involving Landsat, the U.S. National Aeronautics and Space Administration is sifting searches for lost cities in Costa Rica and for signs of human evolution in Kenya.

Multi-lingual answer phone

Ferranti Computer Systems of Manchester is introducing a set of computer programs that will send messages along telephone lines and translate them into other languages.

The software package will be used in electronic-mail systems. A person sends a voice message to a recipient who is away from his office or home. By dialling a certain number on the public telephone system, the second person gains access to the message.

The sender can ask for the introduction to the message to be received in English, French, German or Flemish.

The office automation revolution still has a long way to go

OF THE UK's 9.2m office workers, fewer than half have any electronic assistance. The nearest most get to automation, according to a report just out, is a telephone, a calculator and a coffee machine.

Even expenditure on office automation in the UK rose from £500m in 1980 to nearly £1bn last year. Of this £1bn was spent on workstations alone. Growth continues at a healthy 50 per cent a year.

But change and cut-throat competition have been the order of the day and 1984 was a year in which the large number of suppliers forced some dramatic price reductions. In addition, Data Logic (Rathen) withdrew from the market, Exxon Office Systems was purchased by Olivetti, Data Recall became part of Information Technology (ITL), ICL was bought by STC and a number of fringe companies pulled out altogether.

A key factor to emerge is that there are now more personal computers (PCs) being used primarily for word processing than there are dedicated word processors (WPs).

Nevertheless, the WP specialists shipped nearly 40,000 workstations, including nearly 11,000 typewriter upgrades to WP. But they were outperformed by the PC vendors, who supplied over 63,000 machines that were to be used mainly for WP.

Some 70 per cent of sales of these dedicated or PC-based word processors were fairly equally divided between DEC, Triumph Adler, IBM, Olivetti, ICL and Wang, with shares of 14, 12, 12, 11, 11, and 10 per cent respectively.

Electronic typewriter sales at 175,000 units were 30 per cent up on 1983—the 60 per cent growth of 1983 could not be sustained. There are now almost 500,000 installed in Britain and although this is less than half the number of manual and electro-mechanical machines, it is a remarkable achievement in five years.

Electronic typewriter prices came down by 25 per cent in 1984 and there was increasing penetration by the Japanese (who now import more office machines of all kinds to the UK than Germany, Italy or the U.S.).

Olivetti still leads in electronic typewriters with 28 per cent of the UK market, followed by Triumph Adler (17 per cent), Olympia (17 per cent) and Canon (13 per cent). The report by Wharton Information Systems says the ready PC days of 1982-83, when

six-fold increases were registered, were not equalled. Sales of PCs grew by 83 per cent in 1984 with over 150,000 machines sold for office use. More than 250,000 are now in use.

In PCs the leaders in 1984 according to Wharton were IBM (32 per cent), ACT (30 per cent) and Apple (6 per cent).

Software has improved. Until recently, PC packages for word processing were relatively unsophisticated and poorly supported. Keyboards, character presentation on-screen and limited memory all combined to give woefully slow results and frequently much frustration. But that has all changed, which is why PC word processing has become so popular.

Sales have grown despite the recession, the report says, because over 40 per cent of office workers are employed by local and central Government who have, according to Wharton, been largely untouched by the recession.

Many others are in service industries, which have also avoided the worst. Employers everywhere are trying to get more out of employees—and office automation is one good method.

But there are two sides to the coin. According to research at Xerox in adopting office automation the good staff get better but the bad ones get worse.

OASIS report on the UK, Wharton Information Systems, Richmond, Surrey (01-940 7366).

Geoffrey Charlish finds that most office workers have no electronic help despite rapidly growing equipment sales

1984 and there was increasing penetration by the Japanese (who now import more office machines of all kinds to the UK than Germany, Italy or the U.S.).

Olivetti still leads in electronic typewriters with 28 per cent of the UK market, followed by Triumph Adler (17 per cent), Olympia (17 per cent) and Canon (13 per cent).

The report by Wharton Information Systems says the ready PC days of 1982-83, when

LANTOR

Filling the world with Nonwovens. They may not be instantly visible, but the nonwoven products produced by Lantor form a vital part of both industrial and consumer orientated products.

Jointly owned by Tootal Group and West Point Pepperell Inc. (USA), Lantor have developed an exciting range of new products especially designed to meet the needs of Power, Transport, Telecommunications and Construction industries.

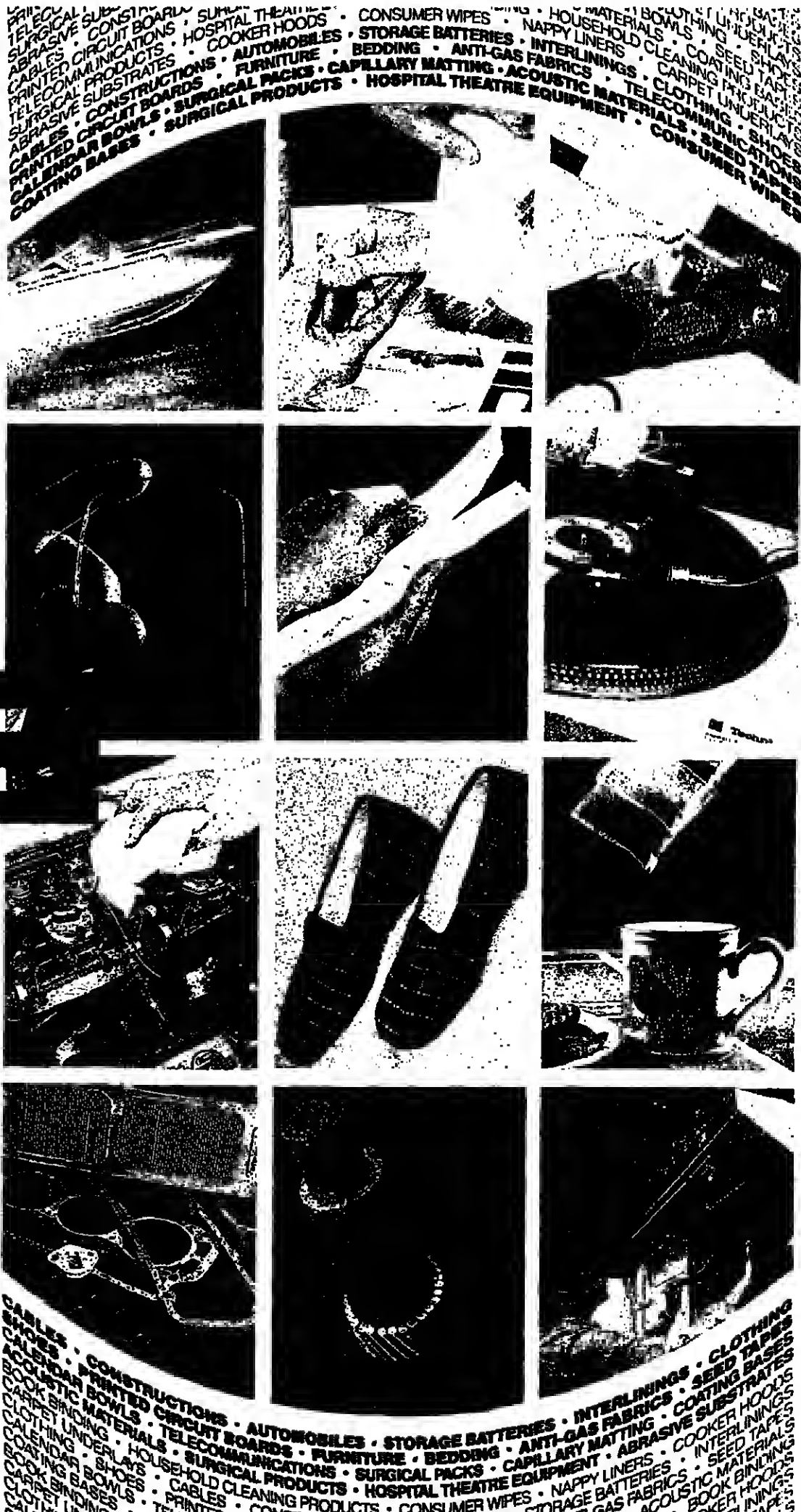
Internationally represented on a broad geographic spread, Lantor's sales extend to almost every part of the globe and with other major ventures already on the horizon, Lantor looks forward to continued market leadership and high growth throughout the next decade.

Lantor's nonwoven products are changing the way the world works. So that soon the world will be filled with nonwovens.



If you would like to know more about us, write to the Secretary for a copy of our current Report & Accounts, Tootal Group plc, Tootal House, 19/21 Spring Garden, Manchester M40 2TL.

Tootal Group
Our names add up to strength



IAA U.K. CHAPTER
PAN EUROPEAN CONFERENCE
You too can come face to face with the most informed speakers from Europe and the USA at the IAA PAN EUROPEAN CONFERENCE ON July 3rd and 4th.

IAA PAN-EUROPEAN CONFERENCE CAM FOUNDATION ABERFORD HOUSE 15 WILTON ROAD LONDON SW1V 1NU

Delegate Fee £295.00 + £43.00 VAT
Associate Member £220.00 + £33.50 VAT
Accompanying Delegate £ 90.00 + £13.50 VAT

If we wish to make the following booking(s) to attend the above conference and enclose our cheque for £ made payable to IAA Pan-European Conference.

Please use block capitals

Name/Name First Name Surname Position in Company

Name of Company

Address

Telephone

Hotel reservations forms will be sent on receipt of your booking.

Special discount rates for delegates.

ERA TECHNOLOGY

Condition Monitoring in Hostile Environments
A one-day seminar and exhibition* of great importance to engineers in industries where the use of condition or health monitoring techniques are critical factors in the reliable and safe operation of plant and machinery.

Telephone Robert Stafford to book your place.
Seminar & Exhibition
*London, 26 June 1985

ERA Technology Ltd., Cleeve Road, Leatherhead, Surrey KT22 7SA. Telephone (0372) 374151

SPA BOND
Minimum Investment £2500.
Fixed 1 year term. No withdrawal.
Interest paid at end of term.

10.50%—15.00%
FIXED RATE OF INTEREST

Approved 24th March. Member of the Building Societies Association and Investment Protection Scheme. Authorised for business by the Building Societies Association.

LEAMINGTON SPA
BUILDING SOCIETY
PO BOX 1 Leamington Spa
Warwick CV34 9JL. Leamington Spa
CV34 9JL. Tel (01926) 27923

INTL. C
Mobil: d

QUALITY AND HANDY LIAONING HAND TOOLS



- Made of top quality steel
- Superior quality
- Durable
- Superb design
- Attractive packaging

We can also manufacture to your samples or with your brand names.

Orders are welcome.

Exporter:
China National Machinery Import & Export Corp.,
Liaoning Branch
135 Suiyuan Road, Dalian, China
Cables: "MACHIMPEX" Dalian Telex: 86157 DCMC CN

BASE LENDING RATES

A.B.N. Bank	12 1/2%	C. Hoare & Co.	12 1/2%
Allied Irish Bank	12 1/2%	Hongkong & Shanghai	12 1/2%
American Express Bk.	12 1/2%	Jobson & Matthews Bkrs.	13 %
Henry Ansbacher	12 1/2%	Knowles & Co. Ltd.	13 1/2%
Amro Bank	12 1/2%	Lloyds Bank	12 1/2%
Associates Cap. Corp.	13 %	Edward Manson & Co.	13 1/2%
Banco de Bilbao	12 1/2%	Meghraj & Sons Ltd.	12 1/2%
Bank Hapoalim	12 1/2%	Midland Bank	12 1/2%
BCCI	12 1/2%	Morgan Grenfell	12 1/2%
Bank of Ireland	12 1/2%	Mount-Credit Corp. Ltd.	12 1/2%
Bank of Cyprus	12 1/2%	National Bk. of Kuwait	12 1/2%
Bank of India	12 1/2%	National Girobank	12 1/2%
Bank of Scotland	12 1/2%	National Westminster	12 1/2%
Banque Belge Ltd.	12 1/2%	Northern Bank Ltd.	12 1/2%
Barclays Bank	12 1/2%	Norwich Gen. Trust	12 1/2%
Beneficial Trust Ltd.	13 1/2%	People's Trust	14 %
Brit. Bank of Mid. East	12 1/2%	Provincial Trust Ltd.	13 1/2%
Brown Shipley	12 1/2%	R. Raphael & Sons	12 1/2%
CL Bank Nederland	12 1/2%	P. S. Refson	12 1/2%
Canada Permanent	12 1/2%	Roxburghes Guarantee	13 1/2%
Cayzer Ltd.	12 1/2%	Royal Bank of Scotland	12 1/2%
Cedar Holdings	13 %	Royal Trust Co. Canada	12 1/2%
Charterhouse Japet	12 1/2%	J. Henry Schroder Wagg	12 1/2%
Choulatons	12 1/2%	Standard Chartered	12 1/2%
Citibank NA	12 1/2%	TCB	12 1/2%
Citibank Savings	12 1/2%	Trustee Savings Bank	12 1/2%
Citidirect Bank	12 1/2%	United Bank of Kuwait	12 1/2%
C. E. Conter & Co. Ltd.	13 1/2%	United Mizrahi Bank	12 1/2%
Comm. Bk. N. East	13 %	Westpac Banking Corp.	13 %
Consolidated Credits	12 1/2%	Whiteaway Laidlaw	13 1/2%
Co-operative Bank	12 1/2%	Williams & Glyn's	12 1/2%
The Cyprus Popular Bk.	12 1/2%	Wintrest Secs. Ltd.	12 1/2%
Dunbar & Co. Ltd.	12 1/2%	Yorkshire Bank	12 1/2%
Duncan Lawrie	12 1/2%	Members of the Accepting Houses Committee	
E. T. Trust	13 %	7 day deposits 9 1/2%, 1 month 10 1/2%, Top Treas. £2,500+ at 3 months notice 12 1/2%. As call when £10,000+ remains deposited.	
Exeter Trust Ltd.	13 1/2%	21-day deposits over £1,000 10 1/2%.	
First Nat. Fin. Corp.	13 1/2%	Mortgage base rate.	
First Nat. Secs. Ltd.	13 1/2%	** See Provincial Trust Ltd.	
Robert Fleming & Co.	12 1/2%	Demand deposits 9 1/2%.	
Robert Fraser & Ptns.	13 1/2%		
Grindlays Bank	12 1/2%		
Gulnuss Mahon	12 1/2%		
Hambros Bank	12 1/2%		
Heritable & Gen. Trust	12 1/2%		
Hill Samuel	12 1/2%		

EUROPE'S MOTOR INDUSTRY

Spain pins its hopes on small cars

By Kenneth Gooding, Motor Industry Correspondent

AS SPAIN gears up for entry to the European Community next January, its motor industry in many ways is a microcosm of the West European industry as a whole. There is excess capacity, extremely severe competition and most of the producers are in a sorry financial state.

The Spanish Government, unwilling to give more money to the sector without the prospect of a reasonable long-term return, has done some homework and concluded that Spain could consolidate its position as Western Europe's small car production centre.

The reasoning goes something like this. Small cars usually bring small profits. But labour is cheaper in Spain than in the other major motor industry production countries: West Germany, France, Italy and the UK.

There is a well-established component manufacturing sector to service the assembly plants while Spain itself a relatively big market for small cars, is also close to Italy and France where small cars predominate.

So the Government has sent out signals to the manufacturers indicating that this is an opportunity they must seize—and that it will support their efforts to capture more of Europe's small car production.

The industry is still mulling this over. It has just breathed a heavy sigh of relief because a potentially serious threat to its future has been removed now that the terms of Spain's entry to the Common Market have been agreed.

There had previously been the remote—but worrying—prospect that Spain might be denied entry to the Community and that the privileges it had been receiving from the Common Market countries—including the low import tariff of only 4 per cent on cars—might be removed if Spanish cars had to pay the 11 per cent tariff imposed on other non-Community countries, its small cars would not look such a bargain.

Spain has only one national car producer, the Seat company. The others—Renault, the Peugeot-Citroen-Talbot group, Ford and General Motors—have for some time been using Spain as a low-cost production base to supply their European dealer networks.

If the tariff advantage had been snatched away, the two French groups in particular would have had to think very carefully about the future pro-

spects for their rather ancient factories in Spain.

Even now, however, the car producers have many short-term problems. And the industry's ills are startlingly similar to those affecting the volume car producers in other parts of Europe.

To start with, in spite of the large tariff barriers Spain erected to protect its motor industry—imported cars pay a 36.7 per cent duty—competition is fierce because so many producers are fighting for a share of a market which shows no real growth.

New car sales peaked at 663,000 in 1977, and then drifted to only 400,000 in 1981. They recovered in the following two years to reach 522,000 in 1983 but eased back last year to 495,000. The industry believes registrations may climb back to 550,000 this year even though real disposable incomes in Spain are falling and interest rates are high, encouraged by the Government's determined attack on inflation—down from 12.2 per cent in 1983 to 9 per cent last year and an official target of 7 per cent by the end of the year.

Ford of Spain's managing director, Mr Patrick Byrne, says: "We are still planning on growth in the Spanish market, but we have cut back our expectations. We see the industry growing slowly and steadily and one day domestic sales must take off."

On the production front, Spain overtook the UK as long ago as 1980. It is the sixth largest car-producing country in the world.

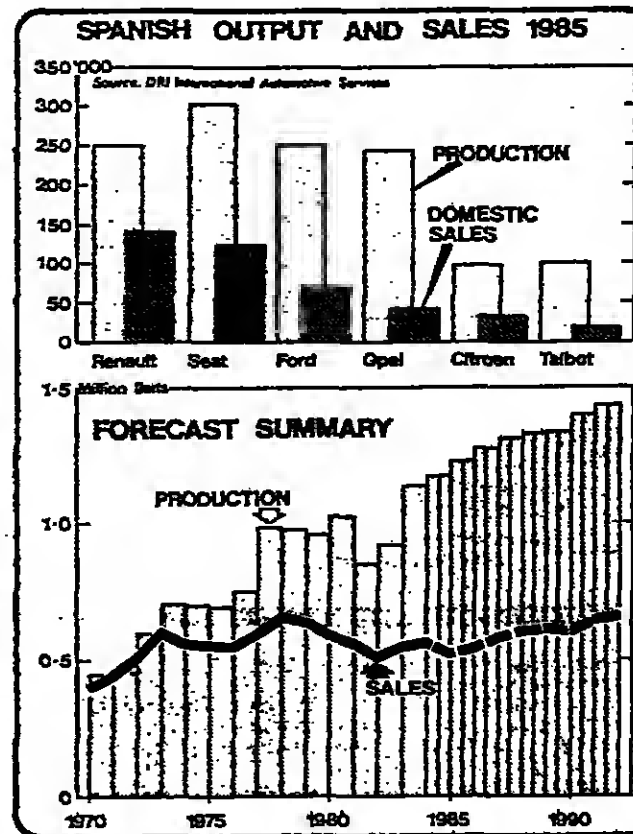
Last year output leaped ahead from 1.14m to 1.17m thanks to Spain's success as an exporter.

The country exported 61 per cent of the cars it produced last year compared with 56 per cent in 1983 and well ahead of any competitor. Japan and West Germany managed just over 50 per cent each.

Far from being delighted by this achievement, the industry has complained to the Government that the high export percentage has more to do with the depressed domestic market than any other factor.

The Spanish industry could produce 1.5m cars annually, so last year's output left 22 per cent excess capacity. That excess has been up to 30 per cent in recent years and prompted cut-throat competition.

Among other things, this held



network of 160 dealers has been set up, with more to come and GM, which was selling only a handful of high-priced imports until the Zaragoza factory started up, achieved a 3.8 per cent market share in 1983 and 1984 and 11.9 per cent in the first quarter of this year.

Dr Henke admits, however: "We are reasonably satisfied but the bottom line is not yet pleasing the shareholders."

GM expected its Spanish offshoot to be profitable by now. But, according to Dr Henke: "Profit is not around the corner, it is on the horizon."

Ford's financial results are better than GM's partly because the Ford plant at Valencia was set up in 1978 and has been amortised since then. GM of Spain still has heavy borrowings.

Ford also produces a wider range of cars for the domestic market, having added Escort and Orion assembly at the factory originally built to produce only the Fiesta.

While Ford makes money by exporting Fiesta components, including engines, GM has to import the engines for the Corsa/Nova from its new plant in high-cost Austria (GM expected that, by the time Zaragoza came on stream, Spain would be in the Common Market).

Dr Henke says his company has been having discussions about adding another model to the one being produced at the moment.

"We would like another leg to stand on with another Spanish-built car," he says, "but we don't want to be like some other manufacturers in Spain with lots of models produced at uneconomic, low volumes."

It would not involve vast expenditure to add another model to Zaragoza's assembly operations, but GM still has to win Government approval to import the components without paying the 36.7 per cent tariff. It wants a Government declaration that the project will qualify for low-interest loans.

Ford expected to lose ground after the GM Corsa was launched in Spain. Its market share dropped from 16.1 per cent in 1983 to 13.8 per cent in 1984. But the arrival of the locally-built Orion, Ford's small diesel engine and the "facelifted" Fiesta early in 1984, enabled Ford to reach 14.1 per cent penetration last year and

15.3 per cent for the first quarter of 1985.

Last year Ford moved back to the top of the production league table in Spain with an output of 263,000 cars (up from 221,912 in 1983) compared with GM's 269,971 (246,340).

However, Mr Byrne believes Ford's output will fall in 1985 because export demand is not growing and disruptions to production because of an industry-wide pay dispute have already begun to be felt.

In contrast, Dr Henke hopes GM will produce 270,000 cars in Spain this year, near the maximum two-shift capacity, following the introduction of five-door versions of the Corsa/Nova.

Ford continues to invest in Spain and last year spent \$40m to bring into production a new 1.3 litre engine for the Fiesta.

Meanwhile, the Spanish Government is negotiating the sale of a controlling interest in Seat to Volkswagen.

The Seat executives hope their company will eventually be used to produce Volkswagen's smallest car, the Polo.

The Spanish Government's recent indication that it will do what it can to turn Spain into Western Europe's small car production centre was almost certainly influenced by Seat's interest in capturing the Polo business.

There are also the Japanese to be considered. Spain's tariff barriers so far have kept their presence in the car market at a low level.

However, in the commercial vehicle field, Nissan has taken control of Motor Iberica and has already dropped some hints that it might extend the range from vans and four-wheel-drive vehicles to cars. Suzuki has linked with Land Rover Santana to assemble a small, all-wheel-drive vehicle, but has also suggested it might follow up by offering its (rather limited) car range as well.

Critics of the Spanish Government's proposals argue that it is illusory to conclude that Spain is a low-cost production country. While the cost of labour is probably 30 per cent below that in West Germany, labour accounts for only 25 per cent of the total cost of building a car. Energy and materials cost just as much in Spain.

If the Government wants a healthy industry, the critics insist, it should cut taxes on cars and stimulate domestic demand.

The oil world has changed. Ask Aberdeen. Houston. Jakarta. Dubai.

A valve goes on a pump in an isolated oilfield.

A contract languishes on someone's desk because a geological survey of a distant field is needed.

For industries that operate internationally, the delay of time-sensitive items can mean massive hold-ups.

In developing the Total Express Network to meet the needs of global business, DHL changed all that.

The fact is, no other company has our experience and expertise in delivering vital documents and parcels to businesses worldwide.

The petrochemicals industry is so truly international, its wheels must move supremely smoothly.

DHL's comprehensive, reliable, worldwide service is the oil that helps that happen.

DHL
WORLDWIDE
Changing the way the world works.

THE TOTAL EXPRESS NETWORK

DOCUMENTS, PACKAGES, CARGO, ELECTRONIC IMAGE TRANSFER. MORE EXPERIENCE, MORE OFFICES IN 146 COUNTRIES WORLDWIDE.

هكز لمن الانجل

INTL. COMPANIES & FINANCE

Mobil: day of the number cruncher

By William Hall and Ian Hargreaves

AFTER 15 years in power, the top management team at Mobil is quietly handing over to a new generation.

But as the new men take their seats inside Mobil's anonymous headquarters opposite Grand Central Station, the rest of the oil industry is not sure whether to expect fireworks or more of the same from the number two U.S. oil company.

With its debt burden more than doubled following last year's \$5.7bn takeover of Superior Oil, its return on equity stuck since 1982 below the average for all of U.S. industry and its share price at a 65 per cent discount to asset value, some Wall Street people think Mobil's new bosses have some hard decisions ahead of them.

The critics say that since Mobil cannot afford, like Exxon and Amoco, to boost its share price by purchasing its own stock, it will have to pursue a more radical restructuring, if it is to escape a shareholder rebellion.

Those who think that, however, have either not been listening to Mr Allen Murray, 57, Mobil's new chief executive, or

order to make Ward attractive to potential purchasers.

On the other side of the balance sheet—expansion—Mobil has also followed the industry pattern. After falling with bids for Conoco and Marathon, it finally succeeded in wooing Superior, a notable prize among the recent clutch of oil industry mergers, since Superior is virtually all in North America, still the most desirable oil province, and has no downstream operations. At a stroke, Mobil increased its worldwide oil and gas reserves by one-sixth.

But in some respects, Mobil does not fit the industry pattern. Partly this is a question of Mobil's style—a blend of innovation and aggression which has led, among other things, to a complete embargo upon any contact between the company and the Wall Street Journal. A more substantive difference, traditionally, has been Mobil's relationship with Saudi Arabia. Mobil, under the leadership of Mr Warner and Mr William Tavolares, made the pursuit of close ties with the oil-rich Kingdom an article of faith. As other companies became nervous of their dependence upon the Saudis, Mobil increased its equity in Aramco (the partnership involving Texaco, Mobil, Chevron and Exxon which provides technical assistance to the Saudis and receives preferential rights to lift oil in return); and piled hundreds of millions of dollars into joint refinery and chemical ventures with the Kingdom.

Mr Murray is widely considered to be a sceptic about this Saudi strategy, which since 1983 has cost the company undisclosed sums whenever Saudi crude has been officially priced above the prevailing spot market level.

Last year, Mobil received 488,000 b/d of crude and natural gas liquids from "long term and special arrangements" with "other eastern hemisphere countries," according to its accounts. This crude, virtually all of it Saudi, is more than Mobil produced from the U.S. and the North Sea combined last year. A dollar a barrel loss would cost the company \$177m in a full year.

The fact that Mobil has sharply reduced its output of crude in this category suggests the message has not been entirely lost in New York. The 1984 total is down from 898,000 b/d in 1982—a 46 per cent drop. This compares with an overall drop in Saudi output of 30 per cent.

Mr Murray plays his cards

close to his chest on the matter when he says he hopes Mobil still has "a special relationship" with Saudi Arabia. "Sooner or later the supply and demand lines are going to cross. To turn your back on the country which has the most reserves in the world and not to make sure that you have a solid position and an ability to get hold of that oil to supply your markets is a mistake."

Behind the scenes, however, Mr Murray, as part of a general financial tightening, has taken an unprecedentedly tough line on Saudi supplies, more in common than is admitted with the policy of Chevron and Texaco, both of which have cut their Saudi connections to the bone. Following a stormy meeting with Sheikh Yamani in Houston last month, the Aramco partners are expected to cut their offtake of Saudi crude from over 1m b/d to around 500,000 b/d.

This indeed may be the key to the Murray style—to smile and say that nothing is changing just as the furniture is being moved. He admits that his review of saleable assets, being carried out with the assistance of Goldman Sachs, is turning over every asset in the company—almost service station by service station.

This spirit has even extended to the upstream exploration and production side, where Mobil has adopted Superior's practice of setting up a specialised drilling department, with full responsibility for costs and performance, so that top management knows where the buck should stop when budgets are exceeded.

Although Mobil's record of replacing its reserves has been, by the oil majors' standards, quite good, its findings costs are a third higher than Superior's. The company has also suffered a patchy exploration success rate with 45 per cent of its exploration wells dry last year—a bad result by any standards.

The Superior acquisition, clearly, is to be used to ginger up Mobil's own operations. One-third of the managerial vacancies which have occurred corporation-wide since the merger have been filled with Superior people. At the same time, there are considerable economies of scale—40 per cent of Superior's staff, mostly administrative jobs, have left since the merger.

With Superior's strength in North America, Mobil does now have a strong portfolio of near-term upstream opportunities. The company has had major successes in Mobile Bay, offshore Alabama, which should be

producing by late next year, and the large Hibernia field off Newfoundland seems at last to be moving towards development. Meanwhile Mobil's Indonesian gas interests, a jewel in the corporate crown, continue to grow, as do the company's North Sea activities.

Perhaps Mobil's biggest strategic problem is to convince investors that this strength upstream, which accounted for all but a small fraction of Mobil's profits last year, will not be dragged down by the company's continued commitment to the principle of oil company integration, reflected in its downstream, chemical, refining and market activities.

These activities continue to demand significant capital spending—over \$650m last year—and comprise a large proportion of the company's asset base. No one now expects performance to be turned around by a significant improvement in demand—indeed chemicals profits continued to be anaemic last year in spite of a booming U.S. economy.

With such a large volume of non-performing assets, Mr Murray is bound to have real difficulty improving Mobil's

BIG OIL ADJUSTS

financial ratios—0.2 per cent return on equity last year and net earnings of \$1.26bn, which represents a cover of only 1.4 for the shareholders' dividend. In only one of the six past years has Mobil's cash flow covered its capital spending and dividend costs.

What Mobil hopes is that having invested heavily in modern capacity downstream, the higher-cost capacity of competitors will be shaken out in the next few years, leaving Mobil well placed for the 1990s.

These days, that is no more than the standard oil man's prayer. The industry has convinced itself that the next few years will be hard but that in the 1990s the good times will roll again. But for a company like Mobil, with \$11bn of debt on its shoulders, the years immediately ahead could turn out to be quite tricky if oil prices slide and demand fails to recover, as is perfectly possible.

It is a period for controlling costs and paring the business back to basics. In such periods, number crunchers like Allen Murray, who are not afraid of slaying sacred cows, have their day.

The first article in this series appeared on May 23.

This announcement appears as a matter of record only.



Imperial Chemical Industries PLC

U.S. \$400,000,000

Multiple Facility

Revolving Credit, Euronote Issuance, Sterling Intermediate Term Note and Bankers Acceptance Facilities

Lead Managed by

Citicorp International Bank Limited

Banks in the Revolving Credit Facility

Algemene Bank Nederland N.V., London Office • Amsterdam-Rotterdam Bank NV

Banque Belge Limited/Societe Generale de Banque S.A. • Banque Nationale de Paris p.l.c.

Berliner Handels- und Frankfurter Bank • Chase Manhattan Capital Markets Group

Citibank, N.A. • Commerzbank Aktiengesellschaft • Credit Lyonnais

Credit Suisse • Deutsche Bank Aktiengesellschaft, London Branch • The Fuji Bank, Limited

The Industrial Bank of Japan, Limited • Midland Bank plc • Manufacturers Hanover Limited

The Mitsubishi Bank, Limited • Societe Generale • The Sumitomo Bank, Limited

Additional Tender Panel Members

Bayerische Landesbank Girozentrale • Goldman Sachs International Corp.

Merrill Lynch Capital Markets • Morgan Grenfell & Co. Limited

Nomura International Limited • Salomon Brothers International Limited

J. Henry Schroder Wagg & Co. Limited • S.G. Warburg & Co. Ltd.

Citicorp International Bank Limited

Agent and Tender Panel Agent



May 1985

New Spectrum from NPI.
Wouldn't you like to invest
your pension contributions
in your own company?

That's just one valuable opportunity open to you with the Self-Investment Option in NPI's new Spectrum. The executive pension plan for the smaller company.

Your pension scheme should be a valuable integral part of your company's financial and tax planning. Therefore, as well as investing in your own company shares, Spectrum offers the possibility of loans from your pension scheme, and also a purchase and lease-back arrangement on your company's property.

All these opportunities come with self-investment under a small self-administered scheme, and NPI Trustee Services Ltd has been specially set up by NPI to provide the services required to secure Inland Revenue approval.

Until your company is ready for the Self-Investment Option you can take full advantage of the flexibility offered by Spectrum's three investment Accounts: the Profit Sharing Account, Unit Account and Capital Account. All backed by NPI's considerable investment expertise.

What's more, pension contributions to these Accounts may be split in any combination and at any time.

You can find out more about our new Spectrum plan with its Self-Investment Option by completing the coupon or talking to your financial adviser.

Either way Spectrum will give a healthier colour to your company's finances.

To: John Fisher, NPI, National Provident House, Tunbridge Wells, Kent TN1 2UE. Please send me the full Spectrum story.

Name _____
Address _____

Name of financial adviser (if any) _____

FT 3/8

NPI
IT PAYS TO LISTEN TO EXPERTS.

PROPERTY PURCHASE/LEASE-BACK • LOANS FROM YOUR COMPANY • POSSIBLE SHARE PURCHASE • INVESTMENT FLEXIBILITY

INTERNATIONAL COMPANIES and FINANCE

Ian Rodger on a Norwegian group's push into higher value alloys

Elkem discovers its main driving force

ELKEM, the Norwegian metals group, is hoping that its London stock market debut this week will mark the beginning of a major change in image.

The company has acquired a reputation as a fairly volatile performer in recent years, in terms of both profits and share price. But following a major restructuring programme the directors believe that Elkem will do better on the ups and downs than it has in the past.

There is already evidence of change in the performance of the shares this year. The group has been forecasting an earnings decline for 1985, but the shares have remained firm in the Nkr 145 range for some time. They plunged to a low of Nkr 33 in 1983.

The fruits of the restructuring will take a little more time. One of the last elements was completed only two weeks ago, when the group sold Manchester Steel, the British mini-mill operator.

Electric power

Mr Kasper Kleveland, then an executive vice-president and now president, recalls: "We wanted to find out what was the driving force of Elkem, what were we in command of. And we soon realised it was our ability to convert electric power into metallurgical products."

The company was already a strongly established supplier of aluminium, ferro-alloys and silicon, all of which require huge amounts of electric power to produce. It was also the leading maker of furnaces and other equipment for producing ferro-alloys.

Some company officials were concerned that there was not much growth in some of these businesses, but Mr Kleveland was

unimpressed. "You shouldn't fall into the trap of saying something is no good anymore just because it is mature. If you have a competitive advantage, you should stay in."

As a result, the group, which derived a third of its revenue from steel in 1980, is out of



Mr Kleveland: maintaining a competitive advantage

steel completely. It is also out of copper mining which accounted for another 5 per cent of sales in 1980 and a few small manufacturing businesses.

On the other side, following a major acquisition, it has become the world's largest producer of silicon and other metals for alloying with steel and aluminium. Last year, the group's pre-tax profits rose to Nkr 658m (\$74m) compared with Nkr 235.6m in 1983 and heavy losses in 1981 and 1982.

Elkem's restructuring dates from 1978 when the group was faltering, not only because of the growing crisis in steel and mining, but also because of the

bewildering variety of businesses it was in, such as nuts and bolts, locks and chainsaws as well as basic metals operations.

The directors decided to take a fresh look at their position.

Elkem was thus ready to take advantage of the opportunity of a lifetime when it came in early 1980. Union Carbide, the diversified U.S. chemicals group, had apparently been going through the same sort of self-examination as Elkem, but its conclusion was that it should get out of ferro-alloys. Even though it was the leading U.S. producer with 40 per cent of output and a 20 per cent home market share, Carbide concluded that it did not have a competitive advantage and should withdraw.

It approached Elkem (the intermediary was none other than Mr Ian MacGregor, currently chairman of the UK Coal Board, but then working for Labard Frere in New York) and the Norwegian quickly agreed to the acquisition, which included three plants in the U.S., two in Norway and two in Canada. The deal meant that Elkem's ferro-alloy and silicon division more than trebled in size.

Elkem's sales in this sector in 1980 were Nkr 978m while Carbide's were the equivalent of Nkr 2.5bn. The \$260m deal was financed over several years and Elkem only took 100 per cent ownership last August. This year, the groups ferro-alloy division will account for about 60 per cent of group sales, compared with less than a quarter in 1980.

The other major division, unchanged in the shake-up, is aluminium, where the company is comfortably placed in a series of partnerships with Aluminium Company of America. The two concerns share ownership of smelters in Norway and fabricating plants in Holland and Wales. The advantage for Elkem is that Alcoa provides an

assured supply of alumina and an assured market for about half the output of the smelters.

Having its own hydro-power plants, Elkem is the low cost aluminium producer in Europe so it has no difficulty selling the rest at a profit, even when aluminium prices are weak. Last year, over 40 per cent of profits came from the aluminium division.

The group is modernising and increasing the capacity of its two smelters, but has no intention of making any more audacious moves in the aluminium sector.

The big question then is how good a performance it can get out of the ferro-alloys division? Historically, most of its ferro-alloys went into steelmaking

	Sales £	Pre-tax profit £
1980	3.8bn	178m
1981	4.7bn	153m*
1982	5.2bn	308m*
1983	5.9bn	234m
1984	7.9bn	458m
* Loss.		

and so were subject to the same volatility as the steel industry itself. Elkem's strategy is to move away from dependence on simple steel alloys, such as high carbon ferro-manganese.

The group wants to concentrate on higher value specialised alloys and on metals for other industries. The change is already well under way. The biggest selling product is now silicon metal, which accounts for about 20 per cent of the division's sales. It is used mainly as an alloy in aluminium and also in silicones, rubber compounds and in making integrated circuits.

Elkem's output of silicon has grown from 3,500 tonnes in 1983

to 140,000 tonnes last year, 25 per cent of world output. Again its low cost power is helpful because the production of silicon consumes almost as much electricity as that for aluminium. The company has worked particularly hard to serve the semiconductor market and claims a 50 per cent world share in this fast growing and high value market.

The group also has a few new businesses coming along, including one that is based on using the microsilica dust from its metal operations. This dust, which improves the strength of concrete when used as an additive, is gaining increasing acceptance in the construction market.

Heavy write-offs

One problem with this and other projects is that Elkem has been badly strapped for cash. The takeover of the Union Carbide assets cost \$260m and the various disposals have involved heavy write-offs. Despite a Nkr 160m rights issue last year, equity at the end of the year amounted to only 23 per cent of total capital of Nkr 3,260m.

These figures exaggerate the problem somewhat because Elkem understates the value of its hydro power stations for tax reasons. However, Mr Kleveland acknowledges that "it is very important for us to get a better balance sheet," and says he would like to see equity up to about 30 per cent of total capital.

He has set some fairly ambitious financial targets for the group, including an average return on investment of 16 per cent. Many shareholders might settle for less if the variations from this average tend to be less violent than they have been in the past.

RESIDENT ABROAD

Resident Abroad, published by Financial Times Business Information, is Britain's monthly magazine for people living or working overseas. It informs and advises on all aspects of finance and business, with articles on UK and foreign investment, property, pensions, taxation and insurance. It entertains and informs on matters of health, education, travel and leisure—all of this every month. Tens of thousands of expatriates around the world already benefit from this magazine—ask yourself if you can afford not to join them. For subscription details and a free copy of the latest issue contact: Janice Liveridge on 01-405 6965 or telex 883694 ICLDN G

RENTALS every Wednesday or Saturday

To advertise 'phone: 01-248 5284
DIANE STEWARD

FT TOP 500 EUROPEAN SURVEY

REPRINTS OF A SERIES OF ARTICLES ARE NOW AVAILABLE FROM:

Nicola Banham, Publicity Dept.
Financial Times
Bracken House
10 Cannon Street
London EC4A 3DF

Price £10

THIS NOTICE DOES NOT CONSTITUTE AN OFFER FOR SALE AND THE STOCKS LISTED BELOW ARE NOT AVAILABLE FOR PURCHASE DIRECT FROM THE BANK OF ENGLAND.

ISSUES OF GOVERNMENT STOCK

The Bank of England announces that Her Majesty's Treasury has created on 31st May 1985, and has issued to the Bank, additional amounts as indicated of each of the following Stocks:

£200 million 11 per cent EXCHEQUER LOAN, 1985

£200 million 10½ per cent CONVERSION STOCK, 1985

£200 million 11½ per cent TREASURY STOCK, 2003-2007

The price paid by the Bank on issue was in each case the mid-market closing price of the relevant Stock on 31st May 1985 as certified by the Government Broker. In addition, Her Majesty's Treasury has created on 31st May 1985, and has issued to the National Debt Commissioners for public funds under their management, an additional amount of £150 million of 10 per cent Treasury Convertible Stock, 1985. In each case, the amount issued on 31st May 1985 represents a further tranche of the relevant Stock, ranking in all respects pari passu with that Stock and subject to the terms and conditions of its prospectus (save as to the particulars therein which related solely to the initial sale of the Stock), and subject also to the provision contained in the final paragraph of this notice. Application has been made to the Council of The Stock Exchange for each further tranche of stock to be admitted to the Official List.

Stock	Redemption date	Interest payment dates
11½ Exchequer Loan, 1985	12th February 1990	12th February 12th August
10½ Conversion Stock, 1985	22nd November 1989	22nd May 22nd November
11½ Treasury Stock, 2003-2007	22nd January 2007, or on or at any time after 22nd January 2003 subject to not less than three months' notice	22nd January 22nd July

The further tranches of 10½ per cent Conversion Stock, 1985 and 11½ per cent Treasury Stock, 2003-2007 will rank for a full six months' interest on the next interest payment date applicable to the relevant Stock. The further tranches of 11½ per cent Conversion Stock, 1985 will rank for the interest payment of £4.6342 per cent due on 12th August 1985 on the existing Stock. Official dealings in the Stocks on the Stock Exchange are expected to commence on Monday, 3rd June 1985.

Government statement
Attention is drawn to the statement issued by Her Majesty's Treasury on 29th May 1985 which explained that in the interest of the orderly conduct of fiscal policy, neither Her Majesty's Government nor the Bank of England, or their respective servants or agents undertake to disclose tax changes decided on but not yet announced, even where they may specifically affect the terms on which, or the conditions under which, these further tranches of stock are issued or sold by or on behalf of the Government or the Bank; that no responsibility can be accepted for any omission to make such disclosure; and that such omission shall neither render any transaction liable to be set aside nor give rise to any claim for compensation.
BANK OF ENGLAND
LONDON
31st May 1985

INVEST IN 50,000 BETTER TOMORROWS

50,000 people in the United Kingdom suffer from a progressively paralyzing MULTIPLE SCLEROSIS — the cause and cure of which are still unknown — HELP US BRING THEM RELIEF AND HOPE.

We need your donation to enable us to continue our work for the CARE and WELFARE OF MULTIPLE SCLEROSIS sufferers and to continue our commitment to find the cause and cure of MULTIPLE SCLEROSIS through MEDICAL RESEARCH.

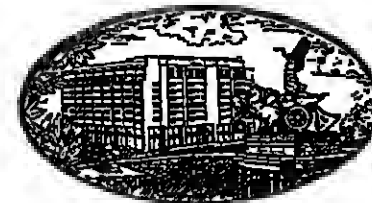


Please help—send a donation today to:

Room F1, The Multiple Sclerosis Society of G.B. and N.I.
286 Munster Road, Fulham, London SW6 6BE

In London
the utmost in luxury
is waiting at Hyde Park Corner.

HOTEL INTER-CONTINENTAL LONDON



THE ADVANTAGE IS INTER-CONTINENTAL
INTER-CONTINENTAL HOTELS

One Hamilton Place, Hyde Park Corner, (441) 409-3131, Telex: 25853
For reservations call: Amsterdam: (020) 262021,
Brussels: (02) 738727, Frankfurt: (069) 230561,
Milan: (02) 8772.62, Paris: (01) 742-07-92.

AEGON THE DUTCH INSURANCE GROUP WITH A BOLD INTERNATIONAL OUTLOOK

AEGON is proving a powerful influence in the international insurance field. No. 2 in Holland and one of the top ten insurance groups in the European Community, AEGON has already demonstrated a successful record of international growth, through the carefully chosen and steady acquisition of interests in particularly profitable areas such as the USA and Canada.

This is the result of AEGON's size and efficiency, and its use of enhanced management skills to compete ever more powerfully both at home and abroad.

With 54% of our Dfl 10.1 billion gross receipts for 1984 earned outside Holland, AEGON's bold international growth is benefitting employees, policyholders and shareholders. To find out how much, simply send us the coupon below.

AEGON Insurance Group - International growth from Dutch roots

To: Public Relations Department, AEGON Insurance Group,
PO Box 202, Churchillplein 1, 2501 CE The Hague, The Netherlands.

Name
Address

AEGON
Insurance Group

FT FINANCIAL TIMES CONFERENCES Oil Industry Developments

Hotel Inter-Continental, London 9 & 10 July, 1985.

The FT Oil Industry Developments conference will cover prices, the outlook for OPEC, denationalisation, the take-over scene in America, the problems of the Independents, refining and petrochemicals.

To be chaired by Mr John Ralsman, CBE, the conference will include papers by:

Mr James Adamson
Mr Pierre Despraires
Mr A Craven Walker
Mr Peter Gaffney
Mr Robert Horton
Mr Richard Johns

Mr John Lichtblau
Mr Robert Mabro
Sir Leslie Murphy
Mr A Radland
Mr Yves Rovani
Dr Frank Schmidt

To Financial Times Conference Organisation
Please send this coupon to: Financial Times, Conference Organisation, 100 Brook Street, London W1A 2JH. Tel: 01-638 1234. Fax: 01-638 1235.

Name _____
Title _____
Company _____
Address _____
City _____
Country _____
Tel. _____
Typed/Company _____

UK NEWS

Motor industry's trade deficit worsens by 5%

BY KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT

THE IMPROVEMENT in Britain's motor industry balance of payments which was seen in 1984 came to an abrupt halt in the first quarter of this year. The adverse balance worsened by nearly 5 per cent or by £34m to £118.8m.

However, the value of car exports rose sharply to provide some relief from the generally gloomy picture. Car exports in unit terms remained roughly at the same level as the first three months of 1984 and fell by 238 or 0.4 per cent to 62,400. But their value jumped by 25 per cent or £74.6m to £333.4m.

That reflects the fact that Jaguar in particular is improving its export performance with high-value cars even though there were serious difficulties with Britain's biggest export contract - the supply of Talbot cars to Iran - in the first quarter of 1985.

Talbot UK, a Peugeot subsidiary, suffered a seven-week interruption to production of the kits (which count as cars in the statistics) because the Iranians could not provide letters of credit.

But Jaguar exports reached a record 8,000 in the first quarter this year, up by 1,000 from the same period of 1984. The company says it is exporting cars worth £2m a day.

The number of cars imported in the first quarter also fell, by 2,955 per cent or 8,581 to 281,743 but their total value rose by 9.55 per cent or

UK MOTOR TRADE FIRST QUARTER	
	1984 1985
Exports	£m
Cars	258.5 333.4
Commercial vehicles	97.5 102.5
Parts, accessories	558.4 648.5
Other products	200.8 205.7

Imports	
	1984 1985
Cars	1003.0 1098.8
Commercial vehicles	173.8 187.0
Parts, accessories	537.9 614.2
Other products	80.8 109.9

Trade balance	
	1984 1985
Cars	-744.2 -765.4
Commercial vehicles	-80.9 -84.4
Parts, accessories	20.5 25.8
Other products	130.0 95.8
Total balance	-684.5 -718.5

Sources: Society of Motor Manufacturers and Traders from Customs and Excise statistics

£95.8m to £1,098.8m.

So the adverse balance in cars increased by £21.2m or 2.8 per cent to £765.4m.

Trade in commercial vehicles, which went into the red for the first time in 1983, continues to give concern. Compared with the first quarter of 1984, the adverse balance worsened by £3.5m or 4.3 per cent to £84.4m.

Shipments to some of the UK's traditional export markets, particularly African countries such as Nigeria, are currently almost non-existent because customers cannot

find the currency to pay for them.

According to statistics compiled by the Society of Motor Manufacturers and Traders from Customs and Excise figures, the favourable balance of trade in parts and accessories continued to improve.

But there was a sharp decline in the positive balance for other motor products which include agricultural tractors.

Shopfloor union leaders at General Motors' plants in the UK intend to hold an international conference with their opposite numbers at GM plants overseas in an effort to strengthen ties and to ensure mutual support during disputes.

The conference, similar to one organised by unions at Ford earlier this year, would also have the aim of improving the flow of information among unions at each of the GM plants worldwide.

It would be the first time that unions at GM plants - Vauxhall, Bedford and Dacia in the UK - had held such a meeting. The intention is to stage the event in Liverpool and a target of £30,000 has been set to finance it.

Union officials at Vauxhall say it is essential that they build links with GM workforces elsewhere in view of the increasingly international pattern of component sourcing and the impact of new technology.

Cunard to refit cruise liners in Malta

By Andrew Gowers

ANOTHER row between Cunard Lines and Britain's work-starved shipbuilding industry looks likely after the decision of Cunard, part of the Trafalgar House group, to refit the Cunard Countess and the Vistafjord in Malta.

The decision to have the two cruise liners sent to Malta in 1983 for refits caused a huge outcry in the shipbuilding industry. The move was all the more contentious because the Cunard Countess had only just returned from the Falklands war and the company was then accused by the unions of being unpatriotic.

It is not clear whether British yards were given a chance to tender for the 17,000-ton Cunard Countess and the 25,000-ton Vistafjord, nor is the value of the contracts in the state-owned Malta Drydocks known. But the Countess contract alone is reported to be worth £3m.

Mr John Hepplewhite, chairman of the Confederation of Shipbuilding Engineering Unions, commented: "We're just about fed up with the lack of patriotism of Trafalgar House and Cunard."

Malta Drydocks has had repeated successes against stiff international competition in recent years.

Stock Exchange reform 'at risk'

BY JOHN MOORE, CITY CORRESPONDENT

ONE OF the main resolutions leading to a radical reform of the London Stock Exchange will not gain enough support in a vote this week of exchange members, according to an opinion poll published at the weekend.

The opinion poll, carried out by Marplan for Lombard Communications, a public relations firm, has said that only 62 per cent of members will support a resolution supporting constitutional amendments at the exchange. The exchange needs a 75 per cent majority of those voting to enable the constitutional changes to be made.

But the poll shows that Sir Nicholas Goodison, chairman of the stock exchange, will gain enough support for rule changes which will allow full control of stock exchange firms by outside groups. Some 70 per cent of members will support these changes according to the poll.

Outside members are at present limited to a holding of no more than 29.9 per cent but a simple majority is sufficient to authorise that change.

A meeting of the 4,495 members is to take place on Tuesday at the stock exchange at which a vote will

be taken on the changes by a show of hands. But the stock exchange has called for a full poll of the members, who are voting by proxy and in person. The poll takes place on Wednesday on two resolutions - one for relaxing the 29.9 per cent rule and the second resolution for a series of constitutional changes.

The opinion poll, which follows an earlier survey by Marplan for the Financial Times in April, was carried out between May 28 and May 30. In all, 530 members were interviewed by telephone but a high proportion of those interviewed - 44 per cent - refused to disclose their voting intentions. The results of the poll are based on 309 "productive" interviews held.

The poll found: 70 per cent of members will support resolution 1, relaxing the stock exchange's shareholding rule limiting outside ownership of member firms to 29.9 per cent stakes. Only 25 per cent are expected to vote against the resolution, which requires a simple majority.

62 per cent of members will support a special resolution proposing the constitutional changes to the

stock exchange's deed of settlement. Some 30 per cent are planning to vote against, and 7 per cent are undecided.

25 per cent of those surveyed consider the resolutions unfair to smaller stockbroking and stockjobbing firms.

21 per cent of those voting against resolution 1 considered the proposal ill conceived and insufficiently thought out.

23 per cent of those voting against resolution 2 felt that more time for discussion and thought was necessary.

10 per cent of those voting against resolution 1 do not like the idea of banks and large organisations being involved with the stock exchange.

14 per cent of those intending to vote against resolution 2 felt that a plan to create a market in the shares of the stock exchange itself in order to compensate the members for the participation of outsiders is "inadequate".

Sir Nicholas Goodison has been lobbying extensively at numerous meetings to gain enough support for the changes. If resolution 2, giving

effect to constitutional changes, were to fail, he has told members it would "be very serious and could cause substantial damage to the standing of the stock exchange."

He said that the ruling council would proceed with the proposed changes to the membership rules, including the abolition of the 29.9 per cent shareholding rule, if that resolution is passed. The stock exchange would also go ahead with other changes which it has indicated. But the constitution would remain unchanged.

"The council would not put forward any other substantive constitutional proposals in the near future," Sir Nicholas has told the members in the event of the failure of the resolution.

The Bank of England is expected to reveal today that more than 30 financial groups have applied to become market makers in gilts and that more than £600m of capital will be injected into the market by the participants. This compares with the present capital of £100m to £150m. It has been interviewing potential candidates for a month.



CREDIOP

CONSORZIO DI CREDITO PER LE OPERE PUBBLICHE

SUMMARIZED BALANCE SHEET AS AT 31st DECEMBER 1984 (US \$ 000)

ASSETS	LIABILITIES AND STOCKHOLDERS' EQUITY
Loans	Capital
Investment securities	Reserves
Investments in companies and institutions	Net earnings for the year
Liquid funds	Provisions
Other assets	Bonds and other financing
	Other liabilities
12,137,518	12,137,518

- The accounts for the financial year 1984 closed with net earnings of US \$ 80 million, after charges for various provisions totalling US \$ 82 million.
- The Stockholders' Meeting approved the transfer of US \$ 76 million of the net earnings to reserves, which thus reach US \$ 402 million, and US \$ 1.9 million for grants and assistance.
- Loans granted in 1984 amounted to US \$ 1,198 million and were distributed as follows: 45% to Corporations, 28% to Local Authorities, 23% to Public Entities and 4% to Foreign Entities.
- The proceeds from funding operations concluded in 1984 totalled US \$ 1,188 million, including the issuance of bonds for an aggregate amount of US \$ 668 million.

The statutory accounts for 1984 have been audited by Peat, Marwick, Mitchell & Co.

(Amounts expressed in USA dollars converted at the rate of Italian Lira 1,935.875 = US \$ 1.00)

HEAD OFFICE
Rome/Via Quintino Sella 2

REGIONAL OFFICES
Milan/Naples/Bari

How Airbus and Ariane have put new heart into our technology.

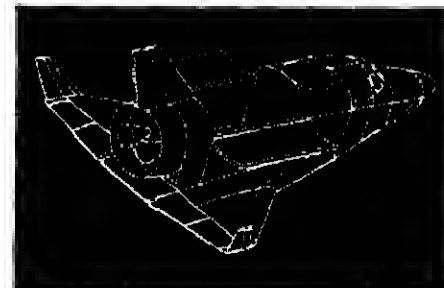


Aérospatiale is proud of its cooperative ventures in aeronautic and space programs: Concorde, Airbus, the Ariane launcher, our Exocet missile systems, not to mention our helicopters where we're the world's leading exporter, or satellites like Meteosat and Arabsat.

Successes like these are more than a demonstration of Aérospatiale's dedication to excellence and our mastery of advanced technologies. They also show our ability to successfully co-operate with our partners. In Europe, in America or anywhere else in the world.

The artificial heart you see here works almost like the real thing. It's a spin-off of technologies we use everyday. Like computer assisted design, micromechanics, and composite materials. In fact, we think of it as the offspring of Concorde, Ariane and Arabsat.

Aérospatiale is proud to play an important role in medical research. We're equally



proud that it's done in partnership with Saudi Arabia. At Aérospatiale, innovating means sharing. And that's what makes us special.

aérospatiale

that's special. that's aérospatiale.

Forbes Lake of the Ozarks

OUR LAKELAND PARADISE AWAITS YOU

Your own vacation land on the fabulous Lake of the Ozarks in Central Missouri. Right in the heartland of America. Away from cities, noise, pollution and the rat-race of the workaday world. We call it Forbes Lake of the Ozarks... about 12,800 acres of scenic paradise. Not for everybody, but maybe for you.

The Ozarks region, which dominates most of southern Missouri, has long been lost in the legends of the Osage Indians. Now that the magnificent Truman Lake has been completed, it's merely a matter of time before the beauty of this spectacular recreational area attracts vacationers and settlers from every corner of the continent.

If yours is a family of water-sports lovers—swimming, boating, fishing, water-skiing—it's hard to imagine a more perfect setting for you. Forbes Lake of the Ozarks is nestled at the headwaters of the big Lake. Here it almost kisses Truman Lake on the west, then winds eastward through stands of hickory and oak for over 90 miles to the bustling hub of the summer resort area at Bagnell Dam.

Forbes Inc., publishers of Forbes Magazine, through its subsidiary, Sangre de Cristo Ranches Inc., is offering the opportunity of a lifetime for you to acquire one or more acres of our choice Missouri lakeland among the breathtaking "hills 'n' hollows" country of the Lake of the Ozarks.

Forbes' private park is the ideal place to build a second home... that special place where you may now or one day choose to retire. Here among the friendly, down-home folks who have made Missouri famous for its hospitality. These are salt-of-the-earth people who are pleased to welcome good neighbors to their easygoing way of life.

There's no better time than right now to find out if Forbes Lake of the Ozarks is the place for you. All our homesites, including lake front and lake view, will be a minimum size of one acre—ranging to over three acres. Cash prices start at \$6,000.* One or more acres of this incredibly beautiful lakeland can be yours for the modest payment of \$60 per month, with easy credit terms available.

For complete information, including pictures, maps and full details on our liberal money-back and exchange privileges, please fill in the coupon and mail to: Forbes Europe Inc., P.O. Box 86, London SW11 3UT England.

*Prices subject to change without notice.

Forbes Europe Inc.

P.O. Box 86, London SW11 3UT England

Without obligation, please send me more information on Forbes Lake of the Ozarks.

PLEASE PRINT

Name _____

Address _____

City/State/Zip _____

Telephone _____

Obtain the Property Report required by Federal law and read it before signing anything. No Federal agency has judged the merits or value, if any, of the property. Equal Credit and Housing Opportunity.

UK NEWS

John Moore on the problems posed by insurance losses of £130m

Lloyd's in dilemma over 'rescue'

IS A RESCUE possible for the 1,525 underwriting members of the Lloyd's insurance market facing £130m of insurance claims? Since their financial position emerged in the middle of last month, the Lloyd's market has been buzzing with talk of whether the members should be helped out of their predicament.

As yet, while there is considerable sympathy for the plight of the members, some of whom face financial ruin, little in the form of direct aid has been made by Lloyd's.

The stricken members' affairs are managed by the Richard Beckett Underwriting Agencies company. So far, Lloyd's has made arrangements for management of the members' affairs to pass to a new team, which Lloyd's itself will nominate. That follows the decision by Minet Holdings, a large insurance broker, to close down the agency, which it owns, by the end of the year.

Other than that, Mr Peter Miller, Lloyd's chairman, has stated in categorical terms that Lloyd's itself could not offer financial assistance.

"Underwriting members of Lloyd's," he said, "underwrite with unlimited liability and are responsible for all their underwriting liabilities."

To take account of the members' problems, the deadline by which they have to show that they have enough funds to meet their liabilities has been postponed by two months to July 31.

The public policy of Lloyd's reflects the market's unease with rescue of individual members. Professional underwriters argue that any support for individuals compromises the principle of unlimited liability.

But the situation at the Beckett agency is so extraordinary that there is support building up within Lloyd's that something should be done to help the members.

Behind the scenes, Mr Graham White, the managing director of the Richard Beckett agency, has held talks with leading market figures, such as underwriter Mr Stephen Merrett, in an effort to draw up contingency plans. Last week Mr White held talks with Lord Goodman, a leading British lawyer, who is heading a steering group of members seeking to protect their interests.

The ideas studied so far include these possibilities:

● A letter of credit and loan arrangements provided by a bank, which would be designed to help the members pass the Lloyd's solvency test by the July 31 deadline.

● A more manageable contribution from the members of between £7m and £8m to fund the day-to-day cash requirements of the members' insurance trading. Lloyd's objects to that suggestion since it argues that members have to be able to demonstrate each year that they can meet possible future claims, even though the claims may not fall on the members for years.

● A possible contribution from the insurance brokers who introduced the loss-making business to the members.

● The possibility of creating a fund from the members affected to buy a stop-loss insurance policy which would guarantee that their losses would be limited to a manageable level.

One other possibility is the feasibility of the market itself rallying round and meeting the losses through a levy on all underwriting

members. If that course of action were to be chosen, there is a recent precedent. In 1980 Lloyd's took the view that losses falling on a syndicate of members, headed by Mr Frederick Sasse, should be limited to £8.25m with the remaining £13m of losses being met by the market.

So far, Lloyd's is arguing that the losses falling on the Beckett members arise from pure trading exposures. It would only be able to intervene if irregularities surrounding the course of trading demonstrated that the losses resulted from other than underwriting decisions.

The members affected by the losses argue that their worsening trading position comes shortly after a whole range of management problems have been discovered in the running of their affairs. Last year Minet found that 544m of the members' funds had gone missing and alleged that former executives of the agency had diverted the money for their personal benefit.

Even if a market rescue is not made for the members, the problems of arranging loan facilities are considerable. The magnitude of the losses means that Lloyd's has little room for manoeuvre.

Europe bids for plutonium recycling plant

BY DAVID FISHLICK, SCIENCE EDITOR

BRITAIN is making a bold bid to provide Europe with a reprocessing plant to recycle plutonium fuel from its first full-scale fast reactors.

Such a facility will be needed as part of the activities of Europe's fast reactor research club, in which the UK has recently joined Belgium, France, West Germany, Italy and the Netherlands in a £300m-a-year research programme.

This club aims to develop a commercial design of plutonium-fuelled fast reactor for the European electricity industry, competitive with uranium-fuelled reactors.

The British Government's Radioactive Waste Management Advisory Committee has said that, overall, taking account of the need to mine less uranium, the radiological impact of fast reactors on the environment will be less than for uranium-fuelled reactors.

Mr Fred Bonner, Britain's chief buyer of uranium fuel for nuclear power, recalls in mock horror at the idea of heading a body called the Uranium and Plutonium Institute. Nevertheless, he believes that the

Uranium Institute in London, of which he is the new chairman, must think of another name that reflects the electricity industry's growing interest in using plutonium—the inevitable byproduct of burning uranium—as an alternative to uranium fuel.

As a big consumer of uranium, he is chairman of an organisation founded ten years ago by several of the world's leading uranium producers, in an attempt to forecast future uranium supply and demand.

Those mining companies—in Australia, Canada, France, South Africa and elsewhere—have never completely lived down disclosures that they had met clandestinely in the early 1970s to try to prevent a collapse of the world price of uranium.

The Uranium Institute, although an imaginative attempt to restore confidence with a more scientific look into the future, has suffered from U.S. industry's dread of any hint of a cartel.

Even now it has only two members from the world's biggest

producing and consuming nation for uranium, among its 80 members recruited from 18 countries.

One of Mr Bonner's main targets for the institute is to win more U.S. and Canadian members and thus make it fully representative of nuclear fuel interests in the world outside the USSR-dominated areas. He even has high hopes that China will join shortly—despite Taiwan's existing membership.

Mr Bonner has very convincing credentials as a crusading chairman. He has been deputy chairman of the Central Electricity Generating Board, one of the world's biggest users of uranium, for the past 10 years. He is also chairman of the British Civil Uranium Procurement Organisation, which buys Britain's nuclear fuel.

He believes the Uranium Institute under its founding manager, Mr Terry Price, secretary-general, has done a good job of creating a forum for users and producers to meet in intellectual debate.

But now he believes it is time to move forward. The institute's title

is restrictive—"it just makes you think of digging up the stuff." He wants it to embrace the complete nuclear fuel cycle, from uranium ore, through fuel, to the disposal of used fuel and by-product plutonium.

The electricity companies with nuclear capacity—75 in 1983 increasing to 100 by 1990—will be increasingly disenchanted with the cost and risks of simply storing plutonium and will want to burn it as fuel. In the long run, that must affect demand for uranium, Mr Bonner says.

The institute estimates that, as a result of recession, reduced electricity demand, and widespread wariness of nuclear power after the Three Mile Island accident, the electricity industry also has excess stocks of uranium totalling about 130,000 tonnes. Excess means stock exceeding two years' requirements (one year in the U.S.).

Current consumption is less than 40,000 tonnes. In addition, the producers have an estimated 20,000 tonnes in stock.

£ £ £ £ £ £ £
\$ \$ \$ \$ \$ \$ \$
DM DM DM DM DM
SF SF SF SF SF
FF FF FF FF FF
LG LG LG LG LG
L L L L L L L L

Idle foreign currency balances before WorldLink.

Idle foreign currency balances after WorldLink.

Now there's a way to simplify your foreign currency requirements.

It's called WorldLink™—a better way for you to issue cheques in the major world trading currencies.

With WorldLink idle accounts in each currency are not required. Yet, it offers a single payment system in currencies that represent more than 90% of

cross-border transactions worldwide.

And with our exclusive WorldLink software program for your IBM PC-XT, you can completely automate cheque issuance and reconciliation and directly access your issuance information on the CRS database.

You get private branded cheques, fast global clearing, complete reconciliation, respon-

sive customer service, advanced security features and improved cash management—with either a float sharing or fee based settlement program.

For more information, contact your Citicorp/Citibank representative.

CITICORP • WORLDLINK
A better way to move money around the world.

© Citicorp Services Incorporated, A Citicorp Company 1985.

UK NEWS

BP-led group to drill off Dorset coast

BY DOMINIC LAWSON

A GROUP of oil companies led by British Petroleum (BP) has agreed plans with the Department of Energy to drill at least five wells into the shallow waters of the environmentally sensitive Dorset coastline, stretching from Poole harbour to Bournemouth Bay on the south coast of England.

The group - consisting of BP, Tiscor, Premier Consolidated Oilfields, Carless, Cope & Leonard, Clyde Petroleum and Gool Petroleum - was obliged to offer the Energy Department what has been described as an "exhaustive work programme" to win the right to drill in the blocks against fierce competition from the international oil industry.

The blocks, 98/6 and 98/7, were the most sought-after in the recently concluded ninth round of offshore oil licences. Block 98/6, which covers the entrance to Poole Harbour, Studland Bay and the main beaches in Poole Bay, is believed to contain about 30m barrels of low-cost oil, an extension of Dorset's Wyth Farm oilfield.

The blocks also contain at least four other geological structures, each thought to be capable of holding about 10m barrels of oil. The consortium has pledged the Department of Energy that it will drill into all these structures.

This is certain to cause great controversy, particularly because Mr. Nick Buchanan-Smith, the Energy Minister, last year told local residents that no drilling in block 98/6 would be allowed because of the sensitivity of the area.

As a result, the consortium is contemplating drilling into the block at an angle from the exclusive residential areas around Poole Harbour, or to drill from a man-made artificial island.

Some members of the consortium, however, believe that it will be impossible to carry out the terms of the intensive work programme agreed with the Energy Department without drilling at least one well with a rig inside the "off limits" block 98/6.

The consortium has high hopes that Mr. Buchanan-Smith will change his mind on the ban, but that would stir up great local anger. The same group of companies has already come up against environmental opposition to some of its original plans to exploit the onshore Wyth Farm oilfield. The richest part of the field lies under the Studland peninsula, a nature reserve.

Amoco, the U.S. oil company, is seeking approval from Hampshire County Council for plans to drill seven appraisal wells on its oil discovery at Larkwhistle Farm, near Winchester, southern England.

The field, discovered last October by Amoco and Ultramar, the UK oil company, is thought to be similar in size to the Humby Grove oilfield, the largest UK onshore find after Wyth Farm.

European universities to receive star wars cash for research

BY PETER MARSH

THE U.S. Department of Defence is inviting applications from European universities for contracts in advanced technologies related to the \$26m star wars programme.

Dr James Ineson, director of the innovative science and technology office at the Pentagon's Strategic Defence Initiative Organisation (SDI) in Washington DC, said at the weekend he was particularly keen to involve British research teams in the project.

The Pentagon is drawing up lists of groups of researchers in different countries and contracting them individually, before decisions by West European governments over whether to become formally involved in the star wars project.

With cash for publicly funded research in short supply in many parts of Europe, teams of academics may find it hard to resist the offers of money from the Pentagon, fearing that the SDI project might divert from other work some of the Continent's most talented research groups.

The first set of European researchers to agree to participate in the SDI is a 20-strong team of computing specialists at Edinburgh's Heriot-Watt University.

Professor Desmond Smith, head of the group, said last week he would join the project. His team, which works on very fast computers based on optical switches activated by light beams, is due to receive a \$150,000 contract to bring his technology to a commercial stage.

Dr Ineson, whose division of the SDI Organisation is seeking a budget of \$187m from Congress in the year from October, said: "My message to Britain's scientific community is that any doors are open. The UK has got an incredible amount of scientific expertise which we want to bring into the programme if Britain is willing to share it with us."

The innovative science and technology office has earmarked roughly \$50m from next year's budget to spend on research work outside the U.S.

Dr Keith Bromley, a U.S. computing specialist from the U.S. Naval Ocean Systems Centre in San Diego, has been instructed to contact British academic groups whose skills are suited to working on the star wars project.

Dr Bromley is on secondment to the UK Ministry of Defence's Royal Signals and Radar Establishment in Malvern, Worcestershire, and is reporting to Dr Ineson.

Dr Bromley's first task was to talk to the Heriot-Watt group. In the next few weeks he is due to contact more British teams of researchers in promising areas of computer studies.

Advances in computing would be required for any operational system to pinpoint the positions of incoming Soviet missiles and instruct weapons such as laser guns to destroy them.

The innovative science and technology office of the SDI Organisation is due to spend some 5 per cent of the \$26m earmarked for the star wars programme until 1990. The other five offices of the organisation are working on hardware that employs today's technologies, leaving Dr Ineson's division to concentrate on research that could be applied in the 1990s.

Dr Ineson has so far given contracts totalling \$80m to U.S.-based consortia of companies and universities to work in advanced research areas.

Drug plant completed by Searle

By Tony Jackson

SEARLE, the U.S. pharmaceutical company, has completed a \$20m investment at Morpeth in Northumberland to produce prostaglandin for anti-ulcer treatment. The plant is claimed to be the first large-scale production site for drugs of this kind in the world.

The Searle drug is aimed at the \$1.5bn world market for ulcer therapy. It is marketed at present only in Mexico, where it was launched at the start of this year. Applications have been submitted in a further 33 countries and the drug is to be reviewed by the FDA - the U.S. licensing authority - later this month.

Prostaglandins are chemicals naturally occurring in the body which help to protect the wall of the intestinal tract from stomach acid. The Searle version - generally known as misoprostol and sold under the brand name Cytotec - is an analogue made by a highly complex process of traditional chemistry.

Four other companies are known to be working on prostaglandins for ulcer therapy - Syntex and Upjohn of the U.S., Hoffmann-La Roche of Switzerland and Glaxo of the UK. None of these has yet brought its version to the market, although Glaxo is believed to be the front runner.

Searle claims that its drug inhibits the production of acid in the stomach, and is thus in competition with the two established anti-ulcer drugs, Tagamet (from Smith, Kline) and Zantac (from Glaxo). In addition, the drug is claimed to strengthen the stomach's mucous lining.

Several U.S. drug companies are believed to have recently cancelled investment projects in the UK.

Cable TV film channel Ten collapses

Financial Times Reporter

TEN, the cable TV movie channel, has collapsed after an apparent dispute between shareholders, one participant said at the weekend.

Mr Robert Maxwell, publisher of the Daily Mirror and shareholder in Ten through his recently acquired Rediffusion Cablevision company and Pergamon Press, announced that Ten would close at 2 am on Wednesday.

He also said that Mr Ward Thomas, Ten's chairman, had resigned on Friday night. Mr Thomas and other Ten spokesmen were not available for comment.

LESSER SYSTEM BUILDING

Rising to the occasion.

Single and multi-story options
Fast efficient completion
More ideas for more applications
20 years' unique combined experience

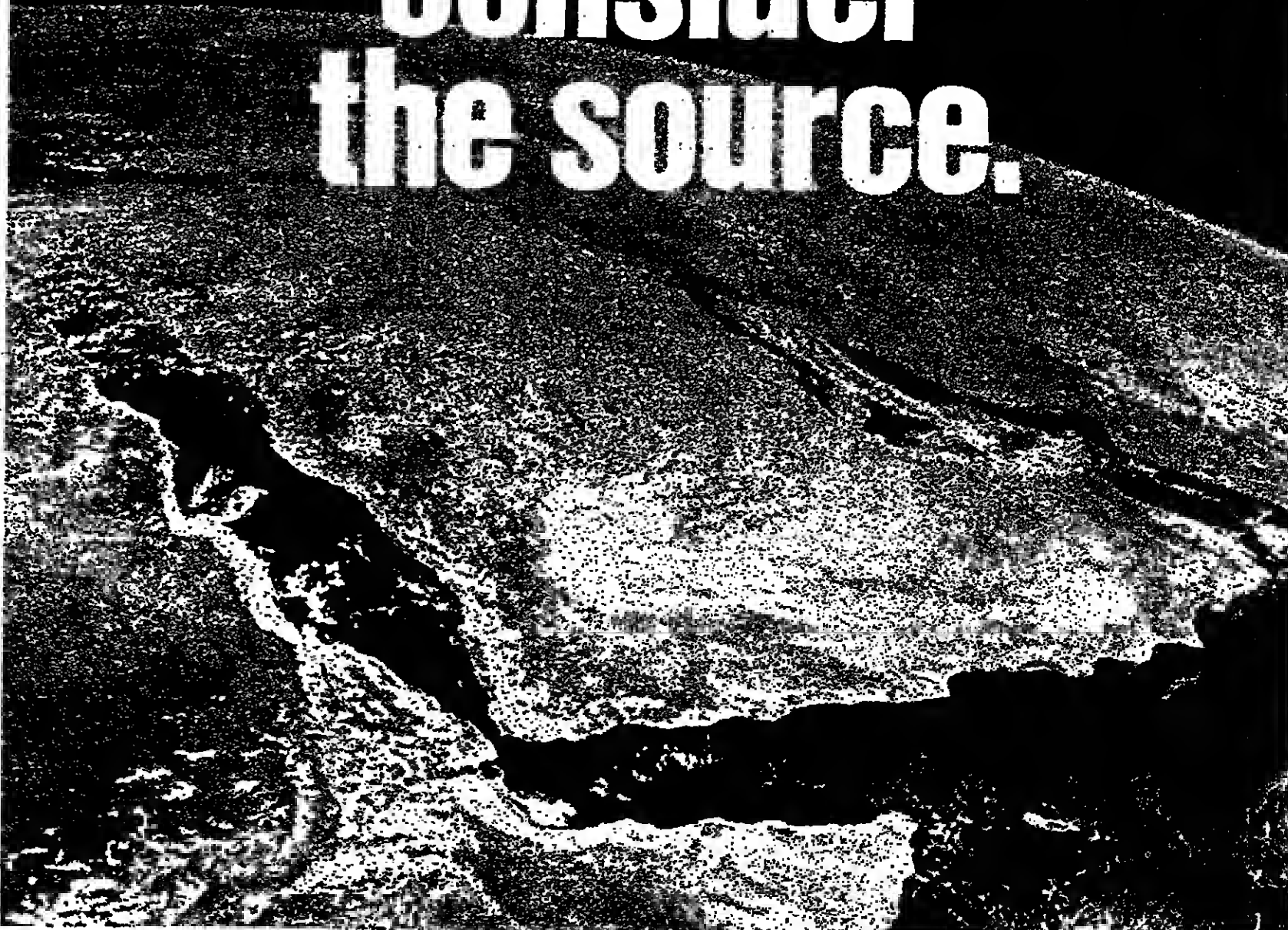
Send for your free brochure and details to:
Lesser Building Systems Ltd
Newport, Gwent NP23 5JL. Tel 0249 824141

Name _____
Address _____

Building for today.
Planning for tomorrow.

LESSER BUILDING SYSTEMS

When you need quality petrochemicals, consider the source.



Saudi Arabia. A country with more than the blessing of abundant natural resources. It is also a country with men capable of developing them and a Government eager to guide and support such development.

The refining process performed at the source, combined with most advanced

technologies, a highly trained, highly motivated work force and the help and cooperation of major multi-national corporations have all contributed toward making SABIC a world-class supplier in the petrochemicals industry.

Our aims are two-fold: to offer the purchaser of petrochemicals a wide range of commercial benefits. And to offer our partners the opportunity to work toward developing not only a healthy profit picture, but a nation as well.

tunity to work toward developing not only a healthy profit picture, but a nation as well.

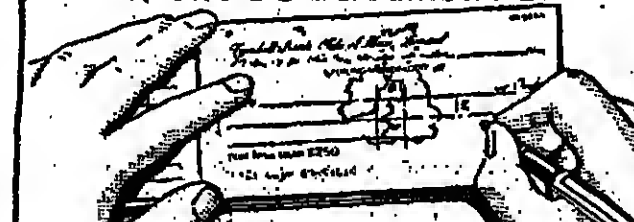
SABIC

World Class Petrochemicals. World Wide Cooperation.

Saudi Basic Industries Corporation
P.O. Box 5101, Riyadh 11422, Saudi Arabia
Telex: 201177 SABIC SJ

THE TYNDALL STERLING MONEY ACCOUNT

THE DEPOSIT ACCOUNT 12 1/4% THAT GIVES YOU MORE FOR YOUR MONEY



The Tyndall Bank (Isle of Man) Limited Sterling Money Account offers expatriate investors really high rates of interest, combined with the convenience of a cheque book.

This joint facility was pioneered by Tyndall Group's offshore banking arm whose substantial presence in the UK money market enables them to pass on rates of interest normally only available to major investors.

Interest is paid gross without deduction of tax, and credited four times a year - which means an even higher return - the current rate equals a healthy 12.25% compound annual rate. Statements are issued quarterly.

Add to this the convenience of your own cheque book - which cuts down correspondence, simplifies transfers and direct payments, and gives easy access to your funds at all times.

Tyndall Bank (Isle of Man) Limited is licensed under the Manx Banking Act 1975 and is ultimately wholly owned by Globe Investment Trust P.L.C. - the largest UK investment trust company.

* Rates of interest subject to review.

For full details about the Sterling Money Account and/or its US dollar equivalent, write to:

Tyndall Bank (Isle of Man) Limited, PO Box 62, Tyndall House, Kensington Road, Douglas, Isle of Man, British Isles. Telephone (0624) 29201 Telex: 438732 or simply send the coupon.

Please send me details of Tyndall Money Accounts ☐ Sterling ☐ US Dollar

Name _____ Address _____

FTF Jun 85

Tyndall Bank (Isle of Man) Limited



Send to: World Reporter Marketing, Datasolve Limited, 88 Staines Road West, Sunbury-on-Thames, Middlesex TW16 7LUK

Name _____

Position _____

Organisation _____

Address _____

Telephone _____

Nature of Business _____

FTF Jun 85

Get a better view of business without all the papers.

You need to be well informed, whatever your business.

World Reporter gives you instant access to a huge archive of news and features from the most reliable sources. (The Financial Times, The Economist and the BBC to name but a few.)

So you can research any subject on any computer terminal.

To find out more, simply send off the coupon or ring (09327) 85566 Ext. 202/381.

World Reporter from Datasolve

FINANCIAL TIMES

BRACKEN HOUSE, CANNON STREET, LONDON EC4A 4BY
 Telegrams: Finantime, London PS4. Telex: 8954571
 Telephone: 01-248 8000

Monday June 3 1985

Clients of the Pentagon

SCANDALS ABOUT defence contracts are hardly newsworthy in Washington political life. But in recent weeks there has been an unusual profusion of them. From the \$600 astray to the troubles at General Dynamics, the underlying question is the same. How can the U.S. Government regain control of what President Eisenhower, almost 25 years ago, first called the military-industrial complex?

The case of General Dynamics illustrates the danger. President Eisenhower was warning his countrymen against the Pentagon's becoming too dependent on the company, which among other things is building the F-16 fighter, the Tomahawk cruise missile and the Trident submarine. GD, with 95 per cent of its sales to the government, has come well out of the relationship.

Congress has become increasingly aroused by reports of financial irregularities in defence contracting generally and by General Dynamics in particular.

Related difficulties

At the heart of the problem lie two related difficulties. The first is that the service departments, such as the U.S. Navy, share a common interest with civilian contractors in passing Congress to pay for ever more elaborate and expensive systems. The other is that Congress, knowing this, has insisted on making money available only on an annual basis. But to a contractor, a system is not a one-off purchase. More often, it is a recipe for out-rageous cost overruns.

The inadequacies of the present system are well understood in Congress, and there is now

a strong sentiment there for overhauling it. The danger is that any new control mechanism will simply be degraded into "Iron Triangle" status so often in Washington. It is to be expected that the interest group, the bureaucracy that is supposed to regulate it, and the relevant committees of Congress—to the exclusion of effective executive control.

Control

Yet Congress has shown its capacity to equip itself with useful new instruments for improving its oversight, such as the Congressional Budget Office or the Office of Technology Assessment. The challenge is to devise effective methods for auditing and controlling expenditure, not on a tight-fisted annual basis, but over the whole life of vast and complex industrial undertakings, without handing to the great contractors licenses to print their own money.

In the last resort, no amount of rigorous control procedures can have a reliable effect unless there is a method of knowing that \$7,000 is too much to pay for a coffee-making machine. There is such a method, it is called competition.

But unlike the free market for coffee-makers, competition in defence procurement must be deliberately organised by governments. In Britain Mr Michael Heseltine, the Defence Secretary, is giving new impetus to the principle of competitive tendering and in the U.S. Congress is following suit by persuading the Pentagon to give Northrop's F20 a competitive chance against General Dynamics' F16.

Moreover, the competitive principle needs to be kept active not merely at the initial tendering phase, but also throughout the procurement and manufacturing phases, in order to prevent cost overruns. Even in high-tech items, like tanks, the competitive principle could still be applied for the procurement of sub-contracted systems and sub-systems, which form a substantial proportion of the total cost. Only through competition can the Pentagon avoid the scandals currently dogging the U.S. defence industry, and of surviving Congressional budget-cutting without a loss of military security.

Mr Fowler's big day

AFTER months of delay, and much last-minute soul-searching by ministers, the Thatcher Government's Green Paper on the future of the welfare state is to be published today. Nobody can deny that the present social security system is an unsatisfactory mess. In the 40 years after the foundations were laid by Lord Beveridge the time is ripe for a rigorous re-examination of means and ends. But if the idea of a searching review followed by much-needed overhaul has much to commend it, there are nonetheless good reasons to question the way in which Mr Norman Fowler, the Social Services Secretary, and other Cabinet colleagues, have approached their historic task.

Consultation

The first, and perhaps, most serious worry is over the status of the forthcoming Green Paper. Given the wide sweep and complexity of the topics under review, and the need for future generations, the need for a genuine consultative document is great. The welfare state is so important a subject for so many individuals and groups that the Government ought to allow at least six months, preferably more like nine, for a full and informed public debate. Yet the expectation is that the document will be a *de facto* White Paper merely giving advance notification of legislation planned for the next parliamentary session.

The case for a lengthy exposure period for genuine consultation is strengthened because the Government can claim no direct electoral mandate for far-reaching change. The Conservative Party did not fight the last general election on any such platform. Indeed, following the rumpus caused by the leak in 1982 of the now-defunct "Think Tank's" ruminations about the welfare state, ministers in May and June 1983 kept very quiet on the subject. The general impression was that a second-term Thatcher government would leave well alone.

Mr Fowler may argue there is little need for further consultation because he has been doing nothing but consult for the past 18 months. It is true that he has set up five different

review committees to consider various aspects of the social security system which have held public hearings. But it is one thing to ask people's views before government plans are formulated, quite another to ask for considered reflections on actual policy proposals. The real debate about Britain's welfare state cannot begin until the Government has made clear its own preferred approach to reform.

Social security reform

—especially changes to pensions—have long term implications. The advantage in gaining a measure of cross-party support at least for the broad thrust, if not the fine detail of reform, is obvious. It is not impossible to win a degree of consensus. Sirps, after all, was introduced in 1976 with bipartisan support. Ministers have had to achieve in today's more adversarial climate, but that does not make it less desirable.

Timing

With hindsight, the composition and terms of reference of Mr Fowler's review committees look less than ideal. It might be easier now to drum up support for the reforms had the Government appointed independent chairmen of the main committees and allowed opposition parties some say in the appointment of committee members. And it might have been wise to have let the review bodies follow the practice of Commons select committees and publish their own findings and recommendations. Mr Fowler would have had to accept all the advice but at least he could now claim to have consulted seriously.

The final question mark concerns the timing and breadth of the review. A wide-ranging overhaul of the welfare state is being planned just before the computerisation of the tax and social security systems will open a window of opportunity. And the Government has insisted that reform of social security must be tackled quite separately from reform of taxation. Yet most independent experts agree the main problems arise because of lack of integration of the two systems. In spite of his efforts, Mr Fowler's proposals may serve only as a stop gap reform; the real overhaul may have to wait technological advances.

"DEMOCRATS AND Republicans have a big interest in seeing some of this pass. They certainly do not want to be seen blocking it," says Dr Norman Ornstein, a political analyst and resident scholar at the American Enterprise Institute, a Washington-based think tank. "The electoral politics of this are better than motherhood," adds Mr Jack Albertine, president of the American Business Conference, an organisation which represents medium-sized, high growth companies.

In common with most of Washington, both men doubt whether the ambitious time-frame for Congressional approval of the plan this year can be met. Significant changes in the President's tax package lie ahead. "It's not going to be sweeping reform," says Dr Ornstein.

The central question is whether, in the end, Congress will make so many concessions to interest groups that the resulting loss of tax revenue will not be made up by extra taxes

financed in part by wealthy taxpayers who would lose their current ability to deduct state and local taxes from their incomes before calculating their Federal tax liabilities.

Many economists fear there would be a loss of revenue

The other big losers are companies which face the withdrawal of the tax subsidy on new investments which President John F. Kennedy first introduced in 1961. They would also lose some of the tax breaks which President Reagan gave them in 1981 through changes in the depreciation code.

Changes like these were floated last November in a tax reform plan released by the U.S. Treasury which won widespread acclaim from academic economists but was regarded as full of political flaws. A lot has changed since then. Mr James Baker, the urban former White House Chief of Staff who swapped jobs with Mr Ronald Reagan at the U.S. Treasury, has taken tax reform out of the ivory tower where Mr Reagan had left it and concocted a revised proposal which is seen as politically more realistic.

Mr Baker claims that 80 per cent of individual taxpayers will pay the same or lower taxes and that many who are below the official poverty line will be taken out of the tax net. It is a proposal which therefore has considerable political appeal.

For the corporate sector, the proposals carry a central message. President Reagan, for all his genuineness to this or that special interest group, remains a Californian at heart, married to the notion of re-invigorating American industry through the new technologies that have found their strongest expression in the West Coast electronics and defence industries.

Conversely, he has virtually turned a deaf ear to the pleas of the ailing, arthritic sectors which propelled America to the forefront of the industrial world, and led to its dominance of the post-war reconstruction era. To use his own language, he is aiming to engender a new age of the entrepreneur.

Most of the "old" companies have shown relatively little

NEW U.S. TAX REFORM PLANS

Reagan deals a clever hand

By Stewart Fleming in Washington and Terry Dodsworth in New York

Tax Overhaul: How Plans Compare 1986 tax year					
	REAGAN PLAN	CURRENT LAW	REAGAN PLAN	CURRENT LAW	
Individual tax rates	5 rates 10, 15, 25, 30, 35	14 rates from 10% to 50%	Charitable contributions	Deductible but only on itemised returns	Fully deductible
Personal exemption	\$2,000	\$1,000	State and local taxes	No deduction	Fully deductible
Mortgage interest	Principal (residence deductible)	Fully deductible (for all mortgages)	Capital gains	72% excluded for 25% top rate, but fewer items covered	80% excluded for 20% top rate
Other interest	\$5,000 plus amount equal to investment income	\$10,000 plus amount equal to investment income	Corporate tax rates	25% top rate, graduated rates up to \$10,000	48% graduated rates up to \$100,000
Employer-provided health insurance	Threat up to first \$10,000 for single; \$25 for family	Not taxed	Depreciation	Some-cost method, but less generous than current law	Accelerated

Source: Office of the Secretary of the Treasury



ing message of further retrenchment.

The steel industry, bedevilled by huge losses since 1982, is a case in point. It has been so unprofitable in recent years that it has had no earnings against which to offset investment allowances. Indeed, the thrust of its recent lobbying in Washington has been aimed at revamping the system so it could pull forward some immediate cash benefit for investing against putative future profits.

"If we do not get this," one executive said last week, "we shall continue to shrink—and shrink fast."

A further modest but significant impact of the new investment allowance proposals on the structure of the U.S. economy is the negative effect they may have on the fashion for leveraged buyouts.

These have been partly based on the generous depreciation allowances available to companies that can write up assets on a takeover and then write them down swiftly against tax. The suggested new schedules

An uncompromising message for some businesses

will thus force the investment banking community to rethink its tactics.

But as the proposals head into the hot-house of Washington deal-making, the general message from the corporate sector is one of cautious support. By cunningly staking out his position on the ground of fairness and simplicity, President Reagan has made his proposals very difficult to oppose with much vigour.

The "special interests" now find themselves in an awkward, unprofitable position. As one of them said bitterly: "Anybody whose life is at stake has become a special interest."

A contrast with Britain's piecemeal approach

By Michael Prowse

EUROPEANS may find the grudging welcome afforded President Ronald Reagan's tax reform proposals in Washington somewhat hard to understand. Mr Reagan's plans may fall short of the ideal programme of reform laid out by the U.S. Treasury last November. But the package put together by Mr James Baker, the Treasury Secretary, is still light years ahead of anything contemplated by more timid politicians in Europe.

No European government in post-war history has even considered proposals as radical as Mr Reagan's. If the U.S. Congress can be persuaded to enact reforms resembling the President's plan, Mr Reagan will in one fell swoop have achieved more

than two Conservative Chancellors in seven successive British Budgets. The White House's conviction that these "fairer and simpler" taxes will stimulate growth and create jobs contrasts vividly with the retreat from radical reform announced by Nigel Lawson, the UK Chancellor in March.

It is ironic that the U.S. is making the running in tax reform. Tax thresholds are already much higher and marginal tax rates much lower in the U.S. than in Europe. If Mr Reagan's reforms go through, the gap will be widened still further and the relative efficiency of the U.S. economy further enhanced. The proposed new top personal tax rate for American citizens of 35 per cent is only

five percentage points above the UK's lowest rate and compares with top rates of 70 per cent in Japan, 65 per cent in France, 60 per cent in the UK and 55 per cent in West Germany.

Even though the President is envisaging a sizeable shift of the tax burden towards U.S. companies, American business may still emerge as the most lightly taxed in the world. The proposed new corporate tax rate of 33 per cent will be the lowest among big industrial countries. It is lower even than the 35 per cent rate British companies will enjoy by 1986 and compares with rates of 56 per cent in West Germany, 50 per cent in France, and 43 per cent in Japan. And even though the present generous

U.S. depreciation allowances are to be retained, American companies will still benefit from better investment incentives than firms in competitor countries.

Europeans will note, however, that the Reagan-Baker proposals involve more than a drastic simplification of individual taxation and an overhaul of corporate taxes. The White House also intends to do something about the U.S. poverty trap. Mr Reagan intends to implement the massive increase in personal tax thresholds which Mrs Thatcher and other European leaders only dream about. The proposed increase in the zero-bracket allowance is expected to pull almost all

families at or near the official poverty line out of the tax net. The tax reform may do more for this section of the U.S. poor than the whole of Mr Norman Fowler's review of social security will do for the poor in Britain.

Moreover, the proposed elimination of deductions for state and local taxes (which cost the U.S. Treasury some \$28bn a year) is arguably a bolder step towards creating a more equitable system of local government finance than anything contemplated in Britain. The effect of the reform — if it gets through Congress — will be to force the richer residents of high spending states to shoulder a much higher proportion of the cost of local services. A comparable move in Britain

might be swinging cuts in rate support grant, coupled with the introduction of a progressive local income tax.

Perhaps the most important message for would-be tax reformers in Europe is the need to think big. The President's proposals may yet be savaged by special interest groups, despite Mr Baker's efforts to assemble a "core constituency" in favour of the reforms. Nonetheless, far-reaching changes which affect virtually every individual and company are more likely to capture the popular imagination and more likely to reach the statute book than the cautious piecemeal approach which has already failed in the UK.

Cockfield plans super market

Lord Cockfield, the British vice-president of the European commission, has got the bit between his teeth in his drive to create one great market-place for goods and services in Europe. Indeed, there must be those in the British Cabinet who are worrying that their former colleague has "gone native" in Brussels with his new market plan.

A few nights ago he came to London to address Europhile businessmen at a conference organised by business-conscious European MPs, and by the Kangaroo group, a pressure group dedicated to breaking down the barriers to commerce in Europe.

He did not mince his words as he described the European white paper on the internal market which is going to form the centre-piece of the next EEC summit in Milan.

"We have not hauled at anything," he boomed in his curiously deliberate manner. "It is going to require a major effort by the member states to accept this paper. They have been asking for it for years. Well, now they are going to get it."



"Strewth! I've got into the habit of thinking it's Monday, it must be another Bank Holiday."

Men and Matters

Lord Cockfield is determined to fashion his package in a way that will prevent the heads of state endorsing it as a truly wonderful document—and then consigning it to limbo. To that end, his staff is devising a detailed timetable leading towards the goal of a free internal market by 1992, to which the heads of state will be asked to commit themselves.

Basile de Ferranti, an MEP and a founder member of the Kangaroo group, beamed around the room during Lord Cockfield's delivery, as if he were a senior minister, had done while the young prodigy performed.

Never shy of overstatement, de Ferranti told his dinner guests afterwards: "We've always wanted the Archangel Gabriel as the Internal Market Commissioner, and I'm not sure we haven't got him."

In Whitehall they talk more about St Thomas à Becket.

Bankers' meeting

For those suffering under the misapprehension that bankers lead a dull life the news from Hong Kong is that the 100 national bank governors and bank chairmen, gathered there for the annual International Monetary Conference, spent most of Saturday at the races.

There is no evidence of any banker having made a fortune, or even breaking even, on the day for that matter—but betting on the special nine-race meeting touched an all-time record of HK\$448m (some £45m).

Hong Kong's racing season ought to have finished last month, but was specially extended as the colony's way of welcoming the most powerful gathering of bankers ever seen there.

And, while the bankers were counting their losses yesterday, the Hong Kong Government and local charities had something to celebrate. Betting taxes from

the special meeting amounted to nearly HK\$45m, while the Jockey Club commission, which goes to various charities, amounted to more than HK\$35m.

Show of paws

George Orwell's Animal Farm was collected in its socialism. But though the animals were acting in concert they remained unorganised.

That is now rectified in a new fable for children called Union Farm. To be published this month by the trades union funded Labour Research Department, Union Farm is a radical departure from the LRD's normal fare of diligent detailing of pay agreements, sick benefits, and company donations to the Conservative Party.

"A charming story" is how LRD describes the tale of the animals on Growmore Farm—where farmer Moneybags gives them only a little food so that they have to work hard or go hungry.

The animals join together in a strike, with immediate success. In stark contrast to the recent miners' strike the animals easily persuade lorry drivers from delivering goods to the farm.

"There's nothing we can do," Moneybags' sons tell him. "Even the drivers are helping them. We can't beat them all. We'll have to give them what they want."

LRD says the book "offers a different view of the working world from that which features in the majority of children's literature." Different it may be. It is unlawful too. When the animals decide to strike they do so in clear contravention of the pre-strike ballot requirements of the Trade Union Act 1984 (which doesn't feature in the story).

The act requires secret ballots before strikes. But the book says "They all vote for a strike

by raising their paws, beaks, wings, and tails."

"How do you think Mr Moneybags might get his own back?" the book asks in conclusion. Tom King, the employment secretary, who last week was trumpeting the success of the balloting provisions of the Act in reducing strikes, might be able to tell them.

Lourie's watch?

Eddies caused by European Farries' move last year to limit the growth of its shareholder scheme for concessionary fares have yet to die away.

Serge Lourie, one of the two leading dissidents who opposed Eurofarries plan to trim the peak, is now trying to win a place on the company's board.

Lourie, aged 39, an accountant and an SDP on Richmond council, has put himself forward for nomination to the board at the AGM on June 24.

Pattie, the other member of the munitious duo, has formally nominated him.

In spite of shareholders' successes in persuading Eurofarries to modify its original plan Lourie and Pattie are still dissatisfied with what they call the company's "lack of direction."

There is little real hope of Lourie being elected. But his nomination will prove a further headache for Eurofarries' chairman, Ken Siddie who steered the company through several grueling confrontations with its shareholders last year.

Whatever the dissidents may think the City seems fairly happy with Eurofarries performance. The shares barely moved when it announced a £72m rights issue last week.

Ships and trips

An exciting new title is just about to be published by the government—Shipping, Tripping and Falling Guidance. Surely a manual for budding politicians?

But, no—just a Health and Safety Executive booklet reminding that 75,000 British workers fall down on the job each year.

Stay in the west end of London, without paying West End prices.

Situated in the west end of Central London, just off the M4 in Hammersmith, Novotel offers the business traveller or holiday visitor all the facilities of a truly great hotel—but without paying grand prices.

In fact, Novotel London's room rates, like all our hotels, are remarkably reasonable, starting from just £45.50 per night inc VAT for a single. To book, simply call 01-741 1555 or write to: NOVOTEL LONDON, 1 Shortlands, Hammersmith, London W6 8DR. Telex 934539

novotel
HOTELS
Great, without being grand.

Central Reservations (01) 724 1000
 Bradford 0274 683683 Nottingham 0602 720106
 Coventry 0203 365000 Plymouth 0752 21422
 London 01-741 1555 Preston 0274 683683

FOREIGN AFFAIRS: THE MILAN SUMMIT

Mrs Thatcher wins again

By Ian Davidson

THE going-on in the European Community typically inspire two sorts of emotion: indifference or despair. From time to time, we imagine they will turn over a new leaf, and live up to some of our original hopes. Almost invariably the expectation is disappointed.

It is obvious, therefore, that a European Community summit, like the one coming up at the end of this month in Milan, is no occasion for predictions; so here goes.

My first prediction is that this meeting, whose task is to give a new dynamism to a Community long stuck in the sands, and which until recently bid fair to be a shouting match between rival and self-righteous ideologies, will turn out to be unexpectedly harmonious and even successful. There will be much noisy consultation about a new start for Europe.

My second prediction is that, once the booming rhetoric has died away, we shall see that very little has changed, after all. The audience of these capers will then relapse once more into indifference or despair, according to temperament.

The reasons for these two predictions are one and the same: the governments of key continental countries have been persuaded by the immovable prejudice of Mrs Thatcher against anything that smacks of "Europe", and by the super-professional campaigning of her Foreign Office, either that they do not really want a European enterprise very different from what they have today, or else, at the very least, that they have nothing to gain by trying to isolate her.

Harsh words? Not at all. Mrs Thatcher may be gratified at such a painless victory. I put the question to a French diplomat. "Do you mean that Mrs Thatcher has won?" I am afraid she has.

But the victory, if that is what it is, is not yet secure. The campaign is entering its final phase. Today the European Commission meets the Italian Prime Minister in Rome to discuss the negotiating tactics of the Italian presidency of the Community. Next weekend the 10 foreign ministers meet in Strassburg to review the agenda and search for the unavoidable compromises. And in between, the neo-Monnet Committee, composed of many of the Community's leading political



Interior of the European Parliament in Strasbourg

figures, will launch its own detailed programme for more dynamic policy-making. There may be no new beginning, but you can sense that Europe has been a big event.

Two constitutional issues lie at the heart of all this hectic activity. Will the member states open the door to more rapid decision-making, by reducing or eliminating the veto in favour of much more majority voting? And will they, as a consequence, agree to increase the legislative powers of the European Parliament? For if national governments surrender national vetoes, there is a loss of democratic accountability; this "democratic deficit", as it is called, can only be made good in Strasbourg—or so it is argued.

Under the Rome Treaty, many decisions can be taken by weighted majority in the Council of Ministers. But 20 years ago General de Gaulle threw a spanner in the works by inventing a new doctrine, that any member state could veto any decision when it judged that its "very important interests" were at stake. The other member states refused, in principle, to accept this new dogma, known (incorrectly) as the Luxembourg Compromise; but in practice, decision-making has been paralysed ever since by the reluctance of member states to go to a vote on contentious issues.

Everyone now agrees that the

solicitous respect for what is often no more than the marginal convenience of national lobbies has gone much too far. The search for unanimity has virtually paralysed decision-making in a Community of 10 member states, and the paralysis risks becoming total when Spain and Portugal join next January. The Commission has proposed a programme for eliminating all internal obstacles to trade between the member states by 1992, and in principle the objective of a free internal market has widespread governmental support. But it is evident that the Community can say goodbye to any such target unless most, if not all, of the relevant decisions can be taken by majority vote.

A couple of months ago it looked as if the Community would go straight down the middle on this issue on its historical as much as on ideological lines. In the report of the Dooge Committee, the six original members of the Community opted for a formula which implied (though it did not explicitly state) a virtually complete abandonment of national vetoes, even on issues where the Rome Treaty still requires unanimity. By contrast, the peripheral newcomers—Britain, Ireland, Denmark and Greece—uncompromisingly claimed the rights of the Luxembourg Compromise, even if Britain argued that these rights needed to be somewhat circumscribed, and even if all four acknow-

ledged the need, in general, for more majority voting.

Today, however, it would seem that the British diplomatic machine has succeeded in persuading all the other member states that none of them is really prepared to surrender the ultimate right of national veto where "very important interests" are at stake. Are the Luxembourgers ready to be over-ruled on immigrant workers? The Germans on the sugaring of wine? The French on the regular visits of the European Parliament to Strasbourg? The Italians on subsidies for olive oil producers? And so the insidious catalogue goes on.

For such reservations, the ground is, of course, only too fertile. The Dutch have long been champions of majority voting in what they used to hope would be a pre-federal Europe. Yet the other day I heard a Dutch minister speculate whether majority voting would really be in Dutch interests in a 12-nation Community which included Spain and Portugal as well as Greece and Italy. On balance, probably yes, but only just.

By now it is being conceded that the differences over majority voting are probably small enough to be bridgeable; the British will get most of what they want. Much more problematical is the case of the European Parliament. Italy and the Benelux countries are adamant that the powers of the Parliament must be increased to give

The Draft Treaty seeks to finesse the ratification problem by proposing a variable-geometry Europe: those who want to sign up can do so, the rest can stay out of the new enterprise.

12) national parliaments. To pretend that Mrs Thatcher could not get ratification in the House of Commons is sheer hypocrisy; she does not want to. But the Eureka and Danish parliaments could be a different kettle of fish.

The European Parliament's Draft Treaty seeks to finesse the ratification problem by proposing a variable-geometry Europe: those who want to sign up can do so, the rest can stay out of the new enterprise. It sounds neat; the difficulty is that the ratification of a new (six-nation) pre-federal Community could not dispose of the existing 10-12 nation Community. Result: chaos.

In theory, all the member states are committed to an inter-governmental conference to negotiate these and other issues. But the British Government, for one, is determined to avoid an open-ended talk-shop. If there is to be a conference, it must be limited to the working out in detail of firm and clear decisions of the heads of government at Milan.

That is one reason why there is so much hectic preparatory activity, and why the British, generous in victory, are so anxious to be constructive on non-constitutional issues: the internal market, the French Eureka project, and a British plan for much closer foreign policy co-ordination.

In the last resort (to round off these unreliable predictions), the run-up to Milan points to a number of curious facts. France and Germany, for all their occasional rhetoric, are both somewhat ambivalent about "Europe"; and neither is prepared, at this stage of the turning circle of the world, to try to create it in opposition to Britain, which must be essential to any serious European ambition. Second, and much more important, national ambivalences about the transfer of sovereignty to Europe will not be resolved until Europe is seen as the vehicle of national security. Neither the Bundesrat, nor the House of Commons will surrender significant sovereignty for such a relatively workaday purpose as a more efficient internal market.

Perhaps they would if Mrs Thatcher showed a mite of enthusiasm for "Europe." But that is asking a lot.

Lombard
OECD findings
on capacity

By Samuel Brittan

THE GENERAL assessment section of the OECD June Economic Outlook will mean, as so often, all things to all men, reflecting as it does differences of emphasis within the Secretariat as well as member Governments.

The most interesting part of the report is not the headline generalities, but some of the detailed work in the body of the document. One new chart— which is both too large and too colourful to be reproduced here— shows the changing relation between capacity utilisation and unemployment.

In all areas, but especially Europe, a given degree of capacity utilisation corresponds to a higher level of unemployment today than in the 1960s and 1970s.

Take the rate of capacity utilisation associated in Europe in the late 1960s with 31 per cent unemployment. That very same rate was associated in the early 1970s with 31 per cent unemployment, 41 per cent in the late 1970s, 74 per cent in the early 1980s and about 10 per cent today. The chart gives prima facie support to the view stated forcibly by Sir James Ball in relation to the UK on this page on May 29 that economic capacity rather than demand is the constraint on jobs and growth.

There will, of course, always be argument about measurement of economic capacity, which relates not just to physical equipment, but to capital appropriate to the current state of technology and pattern of demand. The OECD measure is of the "ratio of actual real GDP to pessed trend".

Objectors will say that the trend itself reflects demand deficiency. To which one can only reply that more detailed investigations of particular industries produce similar results. In the UK direct responses by the Confederation of Business Industry's quarterly survey show capacity utilisation very much higher than labour utilisation.

The emergence of capacity constraints helps to make sense of another OECD finding. This is that while there has been a trend rise in the U.S. "general government" budget deficit, there has been a trend decline in other major countries, and very little overall movement. Thus the worldwide rise in real

interest rates is unlikely to reflect budget deficits, but it may well reflect capacity constraints. Capacity may have been scrapped because it was obsolete or because of the severity of the last recession, or a mixture of the two. Over the longer term, business investment has had the deliberate object of saving the expense and trouble of employing labour.

The number of jobs is not rigidly determined by capacity even in the short term. The tighter the capacity constraint, the more important is wage flexibility in pricing people into jobs in those services, trades or light industries where physical capacity matters less or in subsidiary activities such as maintenance of cleaning. These may not all be good jobs, but they are better than "no jobs."

If there are to be more jobs paying other than cut-price wages, there will clearly have to be investment. Not, however, any old investment, but investment designed to produce more output rather than just the same output more efficiently—in economist's jargon "widening" and not just "deepening" investment.

If this is to occur, it will be important for the recent improvement in the rate of return on capital and the share of profits in national incomes to become consolidated and continue. A similar improvement in the 1970s proved a mere cyclical peak, before descending again in the severe recession of the early 1980s.

This is necessary for the obvious reason that investment is closely related to profits. The less obvious but even more important reason is that investment will only be "widening" and labour-using if labour costs—both financial and psychological—make it once more a worthwhile proposition for business to think of taking on more workers.

A swing in rewards from labour to capital is socially regressive only if capital ownership is more concentrated than income from work. This is the case at present, but is not inevitable. Real, as distinct from pseudo-radicals, will concentrate on reforming capital ownership rather than in interfering with the effects of market pressure on relative rewards.

The views
of Keynes

From Lord Kaldor

Sir,—It is Mr Juby (May 28) who needs more instruction on Keynes's views concerning real wages and employment. For subsequent to the General Theory he published an article on the "Relative Movement of Real Wages and Output" in the March 1939 number of the Economic Journal, in which he reconsidered the issue as a result of the earlier submission by Dunslop and Tarshis and withdrew his earlier dogmatic assertion quoted in Mr Juby's letter. Indeed my statement that "since 1885 at any rate" real wages and employment were positively correlated and not negatively was partly based on information provided on p38 of that article.

However, I have no doubt Mr Juby is right that in times of insufficient effective demand like at present it is the small business sector which suffers most, and this will have worse effects on employment if the wages of employees are not reduced in line with lower earnings. But this is a far cry from saying that an increase in employment brought about by an increase in effective demand will increase prices relative to wages.

Nicholas Kaldor.
King's College,
Cambridge.

Options for
the members

From Mr R. Stancomb

Sir,—While agreeing with Mr Rik Edwards' letter of May 30, that the Stock Exchange Council took an unwise and arbitrary decision in preventing the 140 new Stock Exchange members from voting on June 4, it is too late to expect the

Conflict over aid and
trade

From Mr P. Hodgson

Sir,—I refer to the article by Christian Tyler, headed "British wrangle over aid for trade," published in your paper on May 24.

As financial adviser to Projects and Export Policy Division, part of Department of Trade and Industry, from 1981 to 1983, I was deeply involved in the seemingly endless debate over the Aid and Trade Provision, and the question of conflicting interests between commercialism on the one hand and developmental criteria on the other. I know of no other major exporting nation which would agonise over such matters for so long.

No donor country can afford to ignore the commercial potential of its aid and indeed some even argue that such a diversion of resources is only acceptable to domestic public opinion

Letters to the Editor

council now, in its beleaguered position, to change its mind and reverse this decision. Moreover, the voting should, as I think likely, be a close-run race particularly on Resolution 2, and the margin for or against is within 140 votes either way, then all hell will break loose on the council, as it will be seen by some as a sophisticated form of ballot rigging to have denied the new members their votes.

However, perhaps the most incredible sup of all is that, having previously made it a condition that all new members should pass four Stock Exchange exams before being considered for membership, this has now been suspended since April 1985 in order, I conclude, to pacify some potentially troublesome new members who might object to having been denied their votes.

If some members, who seeing both the options as basically unattractive but planning to acquiesce reluctantly and vote "yes"—ought to either not vote at all or say "no" and have the courage to back their judgment.

Richard Stancomb,
The Round House,
Netton, Salisbury.

Small investors'
applications

Sir,—The wider share ownership lobby is clearly going to be very irate at the basis of allocation of shares by Wold plc.

This issue was certainly aimed by the sponsors to woo the first-time or small investor. A minimum application for 250 words of shares is almost unheard of nowadays. The end result was a massive over-subscription and

if there is clear evidence that both parties benefit from its use.

Underlying this debate is the fundamental issue of what should be the UK response, given our limited resources, in the face of the increasing use by other countries of the technique of "mixed-credit." The UK has a smaller programme devoted to its total aid programme devoted to bilateral aid than any of our main competitors. Bilateral aid is the form of aid most amenable for donors to bias towards their own purposes. So, when so many developmentally desirable investments can actually have commercial benefits for the donor, the scope for our competitors to use aid to further their industries market penetration is much higher than ours.

The declared position of the Government is that it will retain a capability to act in this

no allocation of shares for those who applied for the minimum 100 shares.

The ill-will caused by the sponsors will do the City image no good at all.

Jan Finer,
24 Jesmond Way,
Stammore, Middlesex.

Unity of purpose
in Europe

From Mr F. S. Law

Sir,—Your three articles of Friday, May 24, all dealing with aspects of European Community matters, showed an insight into European affairs rarely achieved by the British Press.

In your leader "Democracy in Europe" you rightly point out that a powerless Parliament is a "paradox or worse" and you advocate an increase in the powers of the European Parliament, a point of view I share entirely. It needs, however, an act of political faith by the governments of the Ten (and shortly 12), which they seem to lack to make, as it would diminish the powers of the Council. Parliament should at least have the right and duty not only to reject the Community budget, but to be able to act positively.

You have advocated in the past that the UK should join the EMS; again one must agree, and it is hoped that the latest efforts, as reported by Quentin Peel in the MEE, with the Chancellor's backing, will finally persuade the Government of the practical advantages such a move would have. But perhaps even more important is the psychological effect this would have on our partners, thus showing our total commitment to the European Community.

areas while working towards phasing out this practice multilaterally. Any other action would be nothing short of disastrous in an increasingly competitive world.

Professor Toye's opinion that the use of ATP has been in support of "ducks with perambulation difficulties" is a nonsense. Leading and highly competitive companies have obtained major contracts for the UK and to the benefit of a wide range of small subcontractors throughout the country on whom we now rely so heavily to create new employment.

There are already in place many safeguards for the use of ATP for only developmentally and economically sound projects. Indeed the much criticised delay in obtaining approvals for the use of ATP are due to these established "barriers" which give rise to copious opportunities for

Finally you reported the failure of the 10 transport ministers, despite the sharp reprimand by the European Court, to reach any decision on drivers' hours. It is a disgrace that a common transport policy still seems years away from becoming reality.

Much time and effort by the Commission officials, by industrial transport officials in all the member states, careful and well prepared briefs, suggestions and opinions put forward by MEPs and particularly by the Economic Social Committee, have so far produced no results, and yet it is possible to reach acceptable proposals. The economic and social committee, whose work is not mentioned often in your own columns and that of your "conferees," produced an excellent compromise solution on drivers' hours. Of course there had to be goodwill by both employers and employees, by the representatives of the various member states, but the end result was acceptable to all. So why did it take the transport ministers all day not to reach a decision?

If we cannot reach a decision on a matter such as drivers' hours, how will we ever achieve a European transport policy?

F. S. Law,
61 Cadogan Square,
London SW1.

Stock Exchange
votes

From Mr Charles Emery

Sir,—With reference to the mean by Mr Rik Edwards that new Stock Exchange members have no vote, what about those members of 20, 30, 40 or more "Chancery" standing? They get nothing more than a member of two years' standing, despite having spent their years building up the exchange to what it is today.

Charles Emery,
Capital House,
22, City Road, EC1.

When will people like Prof Toye realise that without export trade this nation will not be able to afford the luxury of an aid programme at all—be it pure or otherwise.

Patrick Hodgson,
Executive Director,
Major Projects Association,
Templeton College,
Remington,
Oxford.

FOCUS ON OVERSEAS INVESTMENT AND CAPITAL EXPORT

INSIGHT
INTO JAPANESE MANAGEMENT

The Financial Times has, over the past month, carried a series of advertisements under the headline "FOCUS ON OVERSEAS INVESTMENT AND CAPITAL EXPORT."

The series of seventeen interviews with top Japanese executives epitomises the trend by Japanese enterprises in Japan as well as Japanese companies overseas. They are trying to tackle the new challenge as well as pressure from outside Japan by investing capital abroad, localising production, interchanging technical and personal expertise and merging with international companies in order to consolidate their position both in Japan and on the international scene.

The decisions and actions of Japanese businessmen have repercussions around the world. It is hoped the series will provide a better understanding of the views, ideas and philosophies which have motivated Japanese companies into action in the commercial, financial and manufacturing industries in the highly competitive international environment.

Companies appearing in this series

May 2nd	Casio Computer Co., Ltd.
3rd	Mihara Camera Co., Ltd.
7th	Hibachi, Ltd.
8th	Sanyo Securities Co., Ltd.
9th	Mitsubishi Motors Corporation
10th	Nippon Kagaku K.K.
13th	Nippon Yusen Kaisha
14th	Yamachi Securities Co., Ltd.
15th	Brother Industries, Ltd.
16th	Daiwa Securities Co., Ltd.
17th	Epson Corporation
20th	Nomura Securities Co., Ltd.
22nd	Canon Inc.
23rd	Nikko Securities Co., Ltd.
24th	Nippon Telegraph and Telephone Corporation
28th	Bank of Tokyo, Ltd.
29th	C. Itoh & Co., Ltd.

A limited number of reprinted sets of these 17 interviews are available to readers. For your copy please write to

Overseas Advertisement Dept.
Financial Times
Bracken House
10 Cannon Street
London EC4A 3DF

Financial Times
Kasahara Building
1-6-10 Uchikanda
Chiyoda-ku,
Tokyo 101, JAPAN

Terry Byland on
Wall Street

Prospects prove appealing

THE prospects for lower interest rates and cheaper oil were underpinning enthusiasm on Wall Street by the end of last week. Yields at the long end of the bond market had tumbled by about 30 basis points by Friday night and the airline stocks, the immediate beneficiaries from lower crude prices, helped drive the Dow Jones Transportation average to new peaks.

And yet, as IBM rather grudgingly admitted, the outlook from the corporate boardrooms of America is not entirely cloudless. If the economy is slowing down, then the outlook for company profits is slightly suspect - even by those who believe that the second half of the year will bring better news.

Indeed, last week's net rise in the stock market came only after investors had decided to brush aside the poor performance of the high-technology sector, which saw some hefty losses on Thursday as the market tried to puzzle out what it thought about IBM.

It looks as though advance from 1980 will continue to be sector driven, with some sectors left on the sidelines as investors pick out those areas with most to gain from current economic trends.

Retail stocks, food and beverage issues, rail issues and farm equipment stocks - and several other sectors - have lagged behind the general rise in the market. The leading industrial market yardsticks, the Dow Jones and Standard & Poor's indices, are not necessarily the best guide to such a fractured market.

Bank stocks, for example, have risen strongly since the final quarter of last year and now show far and away the best return on portfolio investment at 26.2 per cent for the year to date. The heavyweight New York banks have fared best, as they have twice postponed reducing prime rates until well after the slump in short-term rates had slashed their own cost of funds.

Investors now ask themselves whether these stocks have any further bounce left in them. At Smith Barney, Mr Marshall Acuff points out that, measured against the S & P 500 index, bank stocks are now returning yields comparable with those optimistic days of the mid-sixties when Opec and Latin American debts were unknown as investment factors. Bank stocks now yield 11.8 per cent of the return on the S & P 500, compared with about 160 per cent of S & P in the dark days early in 1984.

It would probably need a significant and lasting solution to the international problem loans to justify a further advance in bank stocks. Investors should be wary of the sector's brush with profit-takers last week.

But there are other areas of the financial sector which have not yet responded fully to falling interest rates. The regional banks, once Wall Street's favourites, have been brushed aside by the money centre stocks since the turn of the year. The savings and loan groups have been held back by the tremors in Ohio and Maryland, while life insurance stocks have lagged behind the rest of the insurance sector.

In the case of the electric utility companies, returns so far this year have also been excellent at more than 17 per cent, but a comparison with the S & P yield suggests that there may be further benefits in store for stock prices. The electric utilities now yield about 220 per cent of the S & P yield. But utilities have traditionally offered a significantly lower return than industrial equities, and this trend is likely to reassert itself as U.S. industry slows down and the utilities benefit from lower interest rate charges. The rise in utility stocks may not be over yet by a long way.

Another sector apparently out of line is the pharmaceutical industry, where stocks are traditionally measured in terms of price earnings multiples, as do profits stocks bought for growth rather than for income. Earnings multiples on the pharmaceuticals are still surprisingly low at only about 130 per cent of the multiple on the S & P 500. In the past the relative spread has been well above the 200 mark. The difference between the two reflects the effect on pharmaceutical earnings of a strong dollar.

The joker in the pack is the take-over sector, which has now spread from the oil sector to the consumer areas, where Nabisco brands has become the market's appointed target stock. The pandemic in the oil sector, which has been driving all stocks ahead despite expectations of lower crude prices, may now be coming to an end - if only because Unocal seems to have shown the way to foil some of the cruder predators.

But barring any outburst of bid fever among the food and retail issues these sectors are expected to remain sluggish against the market's trend.

Opec ministers discuss cuts in output and price

BY IAN HARGREAVES IN LONDON AND KATHY EVANS IN TEHRAN

SENIOR ministers from the Organisation of Petroleum Exporting Countries met in Saudi Arabia yesterday at the start of what promises to be a long, hot summer of meetings to discuss possible cuts either in output or the price of some grades of crude oil.

As spot market prices continue to weaken into the summer demand trough, pressure is growing on Opec to cut official prices of at least heavy grades of crude. A formal decision, however, is unlikely to be taken before the next full meeting of Opec ministers in July.

In an interview published in a Saudi newspaper at the weekend, Sheikh Ahmed Zaki Yamani, the Saudi Oil Minister, said he would continue to defend Opec's official pricing structure agreed in January, but hinted that there could be a change in heavy crude prices.

"The matter is subject to price differentials, which influence the prices of various types of oil and which fluctuate upward or downward according to the movement of

prices of petroleum products worldwide," he said.

Since the January agreement, which ratified an earlier increase in the price of Arabian Heavy from \$26 to \$28.50 a barrel, heavy prices have fallen sharply following the end of the UK coal strike, which had boosted demand. At the end of last week, the spot market price for Arabian Heavy was around \$25.25.

The price of Arabian Light is also out of line with current market levels, with an official price of \$28 and a spot price of \$26.80.

Ten Opec ministers are in the Saudi resort city of Taif for the latest round of meetings, which involve a ministerial executive council, which took place yesterday, and the market monitoring committee, which meets tomorrow.

They are expected to focus on the problems of weak oil demand, overproduction by some members and the damage being done to Opec's pricing mechanisms by large-scale oil barter deals at discount prices.

As part of its pitch for the next round of Opec negotiations, one of

the leading participants in oil barter, Iran, claimed at the weekend that it had reduced its oil production to 1.5m barrels a day (b/d) and had cut back sharply on barter.

"We have found that barter has damaged our exports in the market and in future only about 10 per cent of our oil will be sold in this way," said Mr Karamulla Mirzaei, newly appointed head of international affairs for the National Iranian Oil Company.

The decision follows pressure from purchasers of barter oil to renegotiate around \$10m of recent deals to reflect falling oil spot market prices.

If Iran were to cease barter trade and price discounting, it would find it extremely difficult even to sell as much as 1.5m b/d of oil, which involves exports of 0.8m b/d.

It seems likely that Iran's purpose in proclaiming such a low output figure, which compares with its permitted quota of 2.3m b/d, is to add to the pressure for more general production discipline within Opec.

Ethylene prices rise as plant accidents cut capacity by 10%

BY TONY JACKSON IN LONDON

ETHYLENE and propylene prices are rising sharply as the result of an extraordinary series of accidents at chemical plants across Europe.

Esso's ethylene cracker at Stenungsund in Sweden was put out of action on May 18 by the collapse of its cooling tower. Three days later Italian producer Enichem's cracker at Priolo in Sicily was damaged by fire. Together with the explosion at the Rheinische Oelfinwerke (ROW) cracker in West Germany in January, the accidents have taken out 10 per cent of Europe's total ethylene capacity.

Enichem says that as a result prices of both ethylene and propylene - also produced by all three crackers - have risen by more than 10 per cent in the last 30 days. "We would expect prices to rise further -

perhaps by another 5 to 10 per cent - before the start of the summer season," an Enichem official said.

In the light of acute European overcapacity in ethylene - amounting to perhaps 30 per cent before the accidents - there is considerable speculation as to how much of the lost capacity will be replaced.

The Enichem cracker, with an ethylene capacity of more than 600,000 tonnes per year, will be out of action for a number of months or possibly a year. The company is looking at the option of reopening a mothballed plant at Gela in Sicily, and stepping up production at another at Porto Torres in Sardinia. However, even combined, these measures would replace only a third of the missing capacity.

The Stenungsund plant, with an

ethylene capacity of 360,000 tonnes, is part of a proposed sale by Esso of some of its chemicals assets to Statoil of Norway. "We expect the takeover to take place by the fourth quarter of this year," Esso said.

"But we will have the cracker repaired by the end of this month," Statoil and BASF, joint owners of the destroyed 200,000 tonne ROW cracker, had previously expressed the firm intention of rebuilding it. However, it seems likely that plans have been changed by recent events.

The situation is complicated by the actions of the Saudis, whose huge new polyethylene plants came on stream earlier this year, prompting fears that the European market would be swamped by low-cost production from Saudi Arabia.

Tokyo eases finance market rules

BY CARLA RAPOPORT IN TOKYO

JAPANESE Government officials and leading financial institutions took further important steps at the weekend toward relaxing the regulations surrounding Japan's financial markets and boosting the use of the yen in international finance.

The steps included:

- The establishment of yen-denominated banker's acceptance market, which will give exporters and importers another means of short-term financing and most likely increase the use of the yen in world trade.

- The start-up of full-scale trading in government bonds by Japanese banks and five foreign banks.

- The announcement of plans by Japan's big five commercial banks to launch their first foreign currency convertible bond issues on the Euro market in July.

The Bank of Japan said that about ¥20m (\$24.6m) in trade took place in the bank's acceptance (BA) market on Saturday - its first day. The market involves the sale of yen-based trade financing bills, which are accepted by banks.

Banks sell them to investors and use the funds they raise, in turn, for trade finance.

The Bank of Japan, the central bank, said that interest rates on one to three month BAs averaged 6.2 to 6.3 per cent, slightly lower than rates on other short-term debt instruments such as certificates of deposit (CDs).

Currently, only about 3 to 4 per cent of Japan's imports are paid in yen, with only about 40 per cent of

its exports billed in yen. Bank officials are hoping that the new short-term instruments will help promote the use of the yen in both imports and exports.

Also on Saturday, Japan's Finance Ministry gave permission to 50 more banks, including five foreign banks, to deal in government and other public bonds.

At the same time, the Finance Ministry also approved dealings in CDs by 63 Japanese and eight foreign securities firms. The Japanese firms were also given permission to extend loans of up to ¥2m with government bonds posted as security.

The eight foreign securities firms in this market include Merrill Lynch, Smith Barney and Salomon Brothers.

Assad may propose Lebanese talks

Continued from Page 1

is that Mr Berri is having great difficulty pacifying the camps, and Palestinian leaders in Damascus vow to "fight to the last man" if their demands for a continuing security role for Palestinian fighters in the three refugee camps are not met.

"Of course, we are prepared to fight to the last man," Mr Jamil Hilal, spokesman for the Moscow-oriented Democratic Front for the Liberation of Palestine (DFLP), said. "What do we have to lose? What guarantee do we have our men will not be massacred?"

Looming large in the minds of Palestinian leaders are the massacres in Sabra and Chatilla in September, 1982, at the hands of the Christian militia when the camps were undefended.

Mr Hilal said the Palestinians could "hold out" in Bourj el-Brajneh, the largest camp, for weeks and perhaps months.

In Beirut, Amal militia leaders say they have pacified Sabra and only small pockets of resistance remain in Chatilla. But in Bourj el-Brajneh, there are an estimated 1,000 to 3,000 Palestinian fighters apparently prepared to make a last stand against the Shiites.

Mr Berri and Mr Walid Jumblatt, leader of the Druze Progressive Socialist Party, are said to have given their assent "in principle" to the Syrian scheme. But there are few observers in Beirut or Damascus who believe that peace can be brought to Lebanon without further bloodshed.



President Hafez Assad

Chirac seeks cut in state role

Continued from Page 1

ment but unable to rule on their own. Their policies would thus be tempered by those of the other opposition groups.

M. Berre believes that promises of early tax cuts are irresponsible as they would lead to a further widening of the budget deficit.

In proposing the "shock" measures, the Gaullists have in mind both the precedent of Mr Reagan's success in the U.S. and de Gaulle's return to power in France in 1958 which injected fresh confidence in the economy. De Gaulle rapidly put through an economic package that included a devaluation

Focus on hi-tech in Zhao's UK visit

By Coline MacDougall in London

PREMIER Zhao Ziyang of China arrived in London last night for a six-day visit which will include two rounds of talks with Mrs Margaret Thatcher, the UK Prime Minister, and lunch with Queen Elizabeth at Buckingham Palace.

The focus of his programme will be on seeing sophisticated industries where Britain excels, with a view to broadening economic ties after last year's Hong Kong settlement between the two countries.

In keeping with this, the Premier's party includes Vice-Premier Tian Jiyun, responsible for economic and financial affairs, and three vice-ministers from the State Planning Commission, the State Economic Commission and the Ministry of Foreign Economic Relations and Trade.

Also accompanying the party is Yu Xueqian, the Foreign Minister, who is expected to have talks with Sir Geoffrey Howe, Britain's Foreign Secretary.

As well as talks on economic questions, the discussions with UK ministers are likely to include East-West relations, arms control, Afghanistan and south-east Asian problems.

The visit is of key importance in providing a basis for a new deeper relationship. Whitehall officials believe.

It is the second visit to the UK, by a Chinese premier (the first was by Premier Zhou Enlai in 1979) and the second by Premier Zhao, who toured Britain six years ago when governor of Sichuan province. Whitehall sees the visit as potentially more fruitful than either of these. The officials point out that Mrs Thatcher, after two recent visits to China, now knows Peking's top leaders quite well.

Chinese officials regularly repeat that with the Hong Kong issue out of the way, trade with Britain is set to grow. A favourable background to the visit was provided by the signing on Friday of China's order for 10 British Aerospace 146 aircraft.

Premier Zhao will visit the Anderson Strathclyde group in Scotland, which has supplied China with mining machinery, and high-technology enterprises at the Cambridge Science Park in England.

He will leave on Saturday for a week's visit to West Germany, followed by two days in the Netherlands.

West Germany's sales to China, at more than \$1bn last year, were nearly three times those of Britain at £31m (\$40m).

Robert Thomson in Peking writes: On leaving for his tour of Europe, Premier Zhao denied speculation that he would soon replace Li Xiangnan, the President, and that other major changes were planned for the Chinese leadership.

"I have recently read reports in Hong Kong newspapers of possible changes in Chinese leadership. I can tell you that all these reports have no grounds to support them."

Referring to the health of Deng Xiaoping, the Chinese leader, Premier Zhao said: "Chairman Deng Xiaoping enjoys very good health."

Al-Fayeds buy 'friendly' stake in Debenhams

By Martin Dickson in London

HOUSE of Fraser, the UK department store group, has built up a strategic 4.99 per cent stake in rival stores group Debenhams, which is fighting a £470m (\$587.5m) takeover bid from Burton and Habitat-Moquette.

The entrance of this major new player into the bid battle was roundly attacked last night by Mr Ralph Halpern, chairman of the Burton group. He accused House of Fraser of trying to block the emergence of a "more competitive" Debenhams group which might threaten its position.

House of Fraser, which was recently acquired by the Egyptian Al-Fayed brothers, is understood to have bought the stake because it wants a say in the fate of its major retail rival.

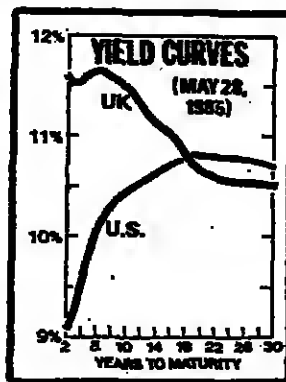
It appears to have no intention of launching a rival bid for Debenhams, which would be costly and would face the threat of a Monopolies and Mergers Commission inquiry.

But the group wants to be well placed to bid for any Debenhams assets which might be sold off as part of the management buy-out which Mr Robert Thornton, Debenhams' chairman, is considering as a last-resort defence against the Burton bid.

House of Fraser bought about 7m shares, costing around £27m, in an operation that lasted just over a week and ended on Friday night, when Debenhams was informed of this "friendly" holding.

THE LEX COLUMN

A crossroads in Throgmorton St



If the London Stock Exchange votes on Wednesday go against the proposed membership reforms, that would represent a victory for envy and nostalgia. An apparent choice to delay or prevent the changes - permitting outsiders to own the whole equity of a member firm, and making membership essentially corporate rather than personal - would really amount to no more than an ostrich gesture of distaste for the inevitable.

The more respectable part of this resistance is its regret for the dismantling of a dealing system - broker-jobber separation - which had for many years managed to produce a tolerably fair and liquid market in most securities. The fact that it did so without the need for the bulk of firms to operate on a large capital base, and gave an inbuilt protection to investors without the need for expensive patrolled Chinese walls, is ample explanation for the remaining objections to its demise.

If there were anything to be gained by picking over the carcass of a last campaign against the Department of Trade, the haggling could reasonably focus on the so-called "link argument" by which the Stock Exchange Council insisted that if fixed and excessive commissions were to become negotiable, then the dealing system would have to be replaced by dual-capacity, with all its inherent conflicts of interest.

Had the exchange been quick enough to concede the original complaint - that gilt-edged commissions were too high - then it might possibly have escaped the wrangling about whether high commissions amounted to an illegitimate collection of monopoly rent. There was surely a period when the single-capacity dealing system might indeed have been saved - for a few years - by an undertaking to reduce gilt commissions to a competitive level.

It is arguable, however, that the internationalisation of securities markets would eventually have undermined the old dealing structure, and hence the central market, even if the Exchange had been more successful in its plea-bargaining with the Office of Fair Trading and Mr Cecil Parkinson, former head of the Department of Trade. With the end of exchange controls, the London equity market has enjoyed less of a captive audience among UK institutions, while the growing U.S. interest in geographical diversification has already taken the active market in a number of British blue-chips to New York.

For those who had no direct interest in a saleable property - which includes most of the small broking firms doing standard agency business for private clients and for the smaller provincial institutions - it was natural to see the goodwill as being withdrawn as much from the exchange itself as from the specific business being injected into the new securities combines. The demand that every stock exchange member be able to cash in was as natural as it was hard to meet.

The council's response in Wednesday's second resolution - giving effect to a market system for transferring membership shares - is a

compromise which tries to limit the cost of entry for outside firms to less than deterrent levels while allowing the existing members to realise something for their highly national interest in the equity of the exchange. Since the council has at least yielded on the principle of tapping the shares out at £2,000 - properly allowing the market to price them instead - the issue may not be as contentious as it was.

It is a delicately balanced matter, all the same, given the 75 per cent majority required. But if the resolution is voted down, the result is more likely to be disorder than delay. It is the outer ring of stock exchange firms - not the inner circle - which has most to lose from fragmentation of the central market place. And in the last resort this proposal gives members a rare opportunity to withdraw some equity from a cartel just as it is being formally busted. It is not a chance which they should pass up.

Bond flows

Domestic investors in gilt-edged may find it hard to believe that there is money to be made out of the steadily declining yield curve which has characterised the market for many weeks past. Given the apparent drift of bad money figures towards inevitable overvaluing, that scepticism may be hard to overturn. Yet from an international perspective, it would appear that total returns on UK government securities may be looking relatively attractive.

At the short end of the market there is an arbitrage of at least a couple of points between gilts and U.S. Treasuries, and the gap is still significant - although less and less profitable all the way out to 15-year maturities. If the sterling/dollar rate could be counted on to remain stable, there would appear to be something for bond investors to go for.

Whether that means the authorities can look forward to selling serious quantities of stock to foreigners - principally to the Japanese who have done so well out of their Treasuries since yields started to fall last year - is not obvious. But if the UK market took in only a fifth of the total Japanese and West German bond-investment outflow, Wood Mackenzie estimates that it would probably be absorbing a cash flow of £400m a month. That scarcely abolishes the domestic pressure to fund, but it should help to keep funding costs down - if still rather higher than was assumed in the budgetary arithmetic.



We took our name from the hilly area of Burgan where once caravans used to stop on their travels in the Arabian Peninsula, and where the first and largest oil field was discovered.

So 'Burgan' not only stands for the country's past tradition, but its present prosperity too. In our case, it also stands for something else, a progressive attitude that is definitely looking to the future.

And that's something we believe is a very important quality in a bank.

After all, a bank's success is often dependent on its ability to spot future business potential. Our success is proof of us having that ability.

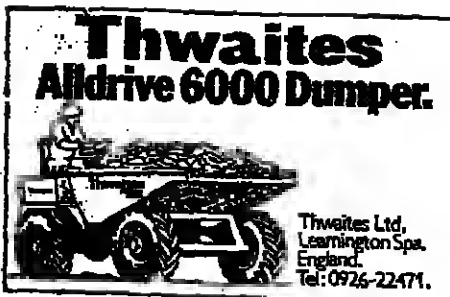
So, if you need a forward looking bank, talk to us. At Burgan Bank we can help with contract or project financing, trade financing, loans, fund management, foreign exchange and a full range of other financial services.

Whichever you need, use us once and you'll never look back.

بنك برفغان
BURGAN BANK
THE KUWAITI BANK THAT LOOKS TO THE FUTURE

Burgan Bank S.A. PO Box 5399 Safat, State of Kuwait. Telephone 439000/20. Telex 23309 BURGAN KT

Published by The Financial Times (Europe) Ltd, Frankfurt/Main, Germany, represented by E. Hugo, Frankfurt/Main, and, as members of the Board of Directors, F. Barlow, R.A.P. McClean, G.T.S. Damer, M.C. Gorman, D.E.P. Palmer, London. Printer: Frankfurt/Main. Sole Distributors: G.M.H. Frankfurt/Main. Responsible editor: C.E.P. Smith, Frankfurt/Main. © The Financial Times Ltd, 1985.



SECTION II - COMPANIES AND MARKETS

FINANCIAL TIMES

Monday June 3 1985



INTERNATIONAL CREDITS

Argentina faces new repayments crisis

BY PETER MONTAGNON, EUROMARKETS CORRESPONDENT, IN LONDON

A NEW crunch is looming this week over Argentina's efforts to restore order to its foreign debt. Unless an economic programme can be agreed with the International Monetary Fund by next Monday, the Government of President Raul Alfonsín risks seeing its debt being declared "value-impaired" by U.S. government agencies responsible for supervising the banking system.

Such a declaration would force U.S. banks to make provisions against losses on their Argentine loans. Worse still, in the eyes of many bankers, it could ruin any short-term chances of completing the \$4.2bn loan package agreed last year by leading creditor banks as a means of financing the country's current payments gap. As a result, interest arrears on public sector debt which have already topped the \$1bn mark could mount inexorably.

Already a frenetic round of activity has begun in the hope that Argentina will once again pull back from the brink. While talks continue with the IMF in Washington, the committee of leading creditors chaired by Citibank is to meet with top Argentine negotiators in New York tonight. The bankers will press Argentina to make at least some interest payments to pull its arrears, which presently stretch back to November 14, back within the critical 180-day mark.

But Sr Mario Broderick, Argentina's chief negotiator, has already told them that his country has no money to pay at the moment. Moreover he also faces another problem in the form of the failed Banco de Italia, which has foreign debts of \$250m. These creditors may refuse to go along with the \$4.2bn rescue package unless the debts are honoured.

Argentina thus badly needs to conclude its IMF agreement this week as it is the only way of unlocking fresh credit, initially in the form of possible bridging finance from other Latin countries. Without an

IMF deal, the U.S. regulators would have little option but to downgrade Argentine debts when they meet on June 10.

The main fear now is therefore of a downgrading which, in the words of one banker, could cause Argentina's elaborate rescue package to fall apart, jeopardising other debtors' hopes of relief and producing a contagious loss of confidence that could ultimately threaten the banking system itself.

Because of this, the regulators are in an acutely difficult position. On the one hand they have to react to Argentina's late interest payments and failure to agree with the IMF; on the other they may not want to take a decision that would close the door indefinitely. For this reason bankers are hoping that any downgrading will be softened, possibly limited to the less damaging "sub-standard" category and possibly with a simultaneous promise to rescind the classification if an IMF agreement is eventually reached.

The Eurocredit market itself was last week dominated by a further string of successes for East European borrowers. Hungary launched a new \$100m credit to tap excess demand generated by its recent World Bank co-financing. National Westminster doubled to \$200m the credit it is leading for Bulgaria, while Deutsche Bank increased its credit for the Soviet Union to \$300m from \$200m. Also to be increased is the latest \$200m deal for East Germany which has been more than twice oversubscribed in syndication.

Arco, the U.S. oil company, has raised a \$400m note facility on undisclosed terms through Morgan Guaranty, while CCF has launched a \$300m, seven-year CD issuance facility with an annual fee of 10 basis points and a maximum standby margin of 25 points depending on how much is drawn. The deal is led by itself with Bankers Trust and Morgan Guaranty.

INTERNATIONAL BONDS

Falling U.S. rates hit Eurodollar deals

BY MAGGIE URRY IN LONDON

GONE are the days when a borrower could price a Eurodollar bond issue well below U.S. Treasury bond yields. For that sort of deal the Antipodean dollar Eurobond markets are now the place to go.

That simple distinction explains a lot of the action in the Eurobond market last week. The volume of new Eurodollar deals was low by the standards of recent months. Despite good investor interest - and now a real shortage of the right quality paper - which should encourage borrowers into the market, the difference between yields in Europe and the U.S. Treasury market are such that basic interest rate swaps do not work. Swaps are priced off U.S. Treasury yields and the U.S. market has been moving up much more strongly than the Eurodollar market.

One way round that problem is to launch a partly-paid issue. The investor only receives his coupon on the amount he puts up - getting lower money market rates on the balance until the final payment date. That way the borrower can make the swap work.

Investors can do well out of partly-paid deals if the dollar falls be-

fore the final payment. But the critics of last week's deals pointed out that there are more efficient ways of taking an option on the currency.

The Nordic Investment Bank issue not only got in first, but also came with a coupon which would have looked right on a fully-paid deal. It met some good demand and was trading well by the weekend. But the EIB deal came on tighter terms - just too tight said dealers, though the firm market was helping the issue by the end of the week. Also tight were Austria's terms for a partly-paid zero, which was trading at a discount around its 1 1/4 per cent commissions on Friday. That does give the extra gearing of a zero, though.

Syndicate managers were expecting, but not looking forward to, more partly-paid issues this week. By contrast Alcan Aluminium (Canada) brought an old-fashioned unwrapped Eurodollar deal on Friday.

Meanwhile, seemingly vast demand for the high interest rates and possible currency gains offered by Australian and New Zealand dollar Eurobonds have pushed both markets higher. There are few enough issues outstanding to make

price movements erratic and some Australian dollar bonds were showing gains of as much as five points last week, though 14 points was a more normal amount.

It was up, up and away for new issues, with lead managers rapidly increasing the size of deals on Friday. Orion Royal Bank added \$200m to the \$450m issue for ANZ Banking, and launched and increased a deal for GZB of Austria. With yields on five-year Australian government bonds around 14 per cent on an annual basis, swaps obviously work well.

Nisshe Iwai's issue proceeds are thought to be being passed on to other borrowers, and the issue will probably not be increased.

New Zealand dollars were not to be left behind and Banque Gutzwiler raised its issue for Rural Banking and Finance from NZ\$25m to NZ\$40m. On Friday afternoon Morgan Stanley launched what quickly proved to be the largest New Zealand dollar Eurobond issue yet when an issue for Denmark was raised to NZ\$50m from NZ\$30m within minutes of launch.

With institutional as well as private investor demand being seen, these markets could go even better

before the bubble eventually bursts, and more deals are expected.

The European currencies were not left out of the rising market. Indeed an issue in European currency units these days seems unable to fall despite lower and lower coupons. Banque Paribas twice established a new low, first with a 9 per cent coupon for Sanitomo on Thursday and then an 8 1/2 per cent rate for Olivetti on Friday. Even so the deals were selling well within their fees.

With expectations of lower interest rates in the U.S. spreading to the Ecu, and investors looking for a fall in the dollar too, Ecu bonds are doubly attractive.

The more recherché corners of the Eurobond market were also performing well last week. The latest Euro-French franc issue was launched for IBM France and quickly increased from FFf 500m to FFf 700m. The merits of a queuing system are being displayed here - the next deal will be for Sweden in mid-June, by which time demand should have rebuilt again.

The D-Mark primary market was active last week, and the latest floating-rate note issue - for BNP - was trading close to par. The next

Bankers poised for Euroyen floaters

BY OUR EUROMARKETS CORRESPONDENT

SCARCELY has the dust settled on the latest round of Japanese financial liberalisation but Japanese bankers are already bracing themselves for further innovation.

Following the launch on Saturday of a domestic bankers acceptance market and the expansion of trading in yen certificates of deposit, Ministry of Finance officials now say they are poised "in the near future" to permit floating-rate notes to be launched in Euroyen.

The news has caused a flurry of excitement among Japanese securities houses. With half an eye on the

exuberance surrounding the launch of a D-Mark FRN market last month, they are now actively seeking suitable borrowers.

Hopes are high that a Euroyen FRN market could offer a way out of the dilemma that marked the opening of the Euroyen credit market in April. Then the Japanese banking community rejected a ¥100bn credit from Sweden on the grounds that its 1/4 per cent margin was too low.

Floating-rate notes, the argument goes, traditionally carry lower mar-

gins than credits, and it ought therefore to be possible to agree terms that are acceptable both to the market and to prospective borrowers.

And given the seemingly insatiable demand among Japanese banking institutions for dollar FRNs, it ought to be easily possible to market large deals in yen as well.

But initially, at least, the securities houses still face the daunting task of persuading borrowers to take the plunge. This market needs a top quality sovereign borrower

such as Australia or New Zealand to get it off the ground, bankers say. After the Swedish debacle few of them appear willing to put their prestige on the line for another Japanese experiment.

Meanwhile the Ministry of Finance also announced another change on Friday. It is to allow commercial banks to issue foreign currency-denominated convertible bonds for the first time. This should permit them to secure low cost funds and add to their capital while diversifying their range of shareholders.

EUROMARKET TURNOVER				
Turnover (\$m)				
Primary Market	Straight	Cov	FRN	Other
U.S.\$	2,404.7	421.4	803.8	25.3
Prev	880.5	8.1	2,157.3	62.5
Other	1,288.0	0.6	1,110.2	13.1
Prev	345.0	1.2	5.4	0.4
Secondary Market	U.S.\$	£	FRN	Other
U.S.\$	520,117.4	762.3	10,803.4	1,463.2
Prev	21,884.0	750.8	10,802.0	1,561.5
Other	2,852.4	82.2	305.1	1,095.3
Prev	3,171.5	162.2	367.9	1,144.2
Credit	U.S.\$	£	FRN	Other
U.S.\$	12,840.7	23,761.2	35,001.9	
Prev	12,212.1	25,774.3	37,986.9	
Other	3,141.3	3,577.0	6,718.3	
Prev	2,395.5	2,275.5	5,204.0	
Week to May 30, 1985 Source: AIBD				

Shake-up for Apple as profits fall back

By Paul Taylor in New York

APPLE, the U.S. West Coast personal computer group, is planning a major management reorganisation and corporate streamlining which will eliminate the day-to-day operating responsibilities of Mr Steven Jobs, the group's co-founder and chairman.

The move appears to represent an urgent attempt by Mr John Sculley, the president and chief executive, to assert his leadership at a time when the group is plagued with problems. Apple's earnings have plunged in recent months - in part reflecting weakness in the U.S. computer market.

Under the restructuring, which Wall Street views as an attempt by Apple to begin a transition from its entrepreneurial origins to a more conventional management structure, two separate product divisions will be reorganised into single manufacturing and marketing divisions responsible for all Apple products.

Mr Jobs, who has been general manager of Apple's Macintosh computer division, will remain only as chairman of the group, taking on what the company described as a more global role in product development and corporate strategy. Mr Jobs also remains Apple's largest shareholder.

Apple has suffered recently both from a general downturn in U.S. personal computer sales, which has hit all the big manufacturers, and from problems within the company itself. Analysts expect the group barely to break even in the current quarter ending June 28.

Responding to these pressures, which have sent its share price reeling, Apple has already attempted to reduce costs by scaling back advertising, ordering temporary factory closures, dropping its ill-fated Lisa computer and eliminating more than 1,600 jobs. The latest move is likely to result in further job cuts.

NEW ISSUE

These Debentures have not been registered under the United States Securities Act of 1933 and may not be offered or sold in the United States of America or to nationals or residents thereof. These Debentures having been sold, this announcement appears as a matter of record only.

MARCH 1985

U.S. \$60,000,000

Newmont Mining Corporation

(Incorporated in the State of Delaware)

8 1/2% Exchangeable Debentures Due March 20, 2010

Exchangeable for Common Stock of

E.I. du Pont de Nemours and Company

Credit Suisse First Boston Limited

Morgan Stanley International

Banca del Gottardo

Bank Leu International Ltd.

Banque Bruxelles Lambert S.A.

Banque Indosuez

Banque Louis-Dreyfus

Banque Nationale de Paris

Banque Populaire Suisse S.A. Luxembourg

Banque Scandinave en Suisse

Clariden Bank

Dresdner Bank Aktiengesellschaft

European Banking Company Limited

First Chicago S.A.

Genossenschaftliche Zentralbank AG - Vienna

Great Pacific Capital S.A.

Keyser Ullmann Management Ltd.

Manufacturers Hanover (Suisse) S.A.

Overland Trust Banca

N.M. Rothschild & Sons Limited

J. Henry Schroder Wagg & Co. Limited

Soditic (Jersey) Limited

Swiss Bank Corporation International Limited

Union Bank of Switzerland (Securities) Limited

Verband Schweizerischer Kantonalbanken

Amro Bank & Finance Zurich

Julius Baer International Limited

Banca Commerciale Italiana

Bank CIAL (Schweiz)

Compagnie de Banque et d'Investissements, CBI

Domination Securities Pitfield Limited

Crédit Industriel d'Alsace et de Lorraine A.G.

Groupement Privé Genevois S.A.

ISSA Investment Services SA

Euromobiliare

SGS Finance S.A.

Sarasini International Securities Limited

J. Henry Schroder Bank AG Zurich

Morval & Cie SA

Société Financière Mirelis S.A.

Tradition International SA

Schweizerische Hypotheken- und Handelsbank Zurich

This announcement appears as a matter of record only.

olivetti

Olivetti International S.A.

£60,000,000

Revolving Acceptance Facility by Tender

guaranteed by

Ing. C. Olivetti & C., S.p.A.

arranged by

S.G. Warburg & Co. Ltd.

Managing Banks

Amsterdam-Rotterdam Bank N.V.

Banca Commerciale Italiana

Banco di Sicilia

The Bank of New York

London Branch

Bankers Trust Company

Banque Paribas (London)

Dresdner Bank Aktiengesellschaft

The Fuji Bank, Limited

London Branch

The Hongkong and Shanghai Banking Corporation

Manufacturers Hanover Trust Company

The Mitsubishi Bank, Limited

S. G. Warburg & Co. Ltd.

Tender Panel Members

Algemene Bank Nederland N.V.

Allied Irish Investment Bank plc

Amsterdam-Rotterdam Bank N.V.

London Office

Banca Commerciale Italiana

Banco di Sicilia

Bank of Ireland

The Bank of New York

London Branch

Banque Belge Limitée/Generale Bank

Banque Paribas (London)

Chase Manhattan Capital Markets Group

Citibank NA

Creditanstalt-Bankverein

The Dai-ichi Kangyo Bank, Limited

Deutsche Bank Aktiengesellschaft

Dresdner Bank Aktiengesellschaft

London Branch

The Hongkong and Shanghai Banking Corporation

The Fuji Bank, Limited

The Mitsubishi Trust and Banking Corporation

Samuel Montagu & Co. Limited

N.M. Rothschild & Sons Limited

The Saitama Bank, Ltd.

S. G. Warburg & Co. Ltd.

Tender Panel Agent

S. G. Warburg & Co. Ltd.

May, 1985

*This announcement appears as a matter of record only.
The Notes were offered and sold outside of the United States of America.*

SEK

AB SVENSK EXPORTKREDIT
(SWEDISH EXPORT CREDIT CORPORATION)

U.S. \$500,000,000

10 per cent Notes due May 1992

Initial Tranche of U.S. \$100,000,000

Issue Price of Initial Tranche 95 per cent

Goldman Sachs International Corp.

Amro International Limited

Bank Brussel Lambert N.V.

Bank of Tokyo International Limited

Bankers Trust International Limited

Citicorp International Bank Limited

Commerzbank Aktiengesellschaft

Credit Suisse First Boston Limited

Daiwa Europe Limited

Enskilda Securities
Skandinaviska Enskilda Limited

Gotabanken

IBJ International Limited

Merrill Lynch Capital Markets

Mitsui Trust Bank (Europe) S.A.

Morgan Stanley International

Nomura International Limited

PKbanken

Postipankki

Société Générale

Svenska Handelsbanken Group

Union Bank of Switzerland (Securities) Limited

S.G. Warburg & Co. Ltd.

INTERNATIONAL CAPITAL MARKETS AND COMPANIES

CORPORATE FINANCE

Advisers find business brisk in Hong Kong

"WHAT we do is financial engineering," says Mr Jim Hunter, head of Citibank's treasury management operations in Hong Kong. "I see us as problem solvers, asking what the particular needs of customers are, and how they can be met."

No matter what the need — whether it is protection against a foreign-exchange risk, reduction of high interest rates, or improvement of earnings on invested reserves — the world's leading banks are competing with increasing fierceness in Hong Kong for the lucrative fee-income that can be earned through such specialised services.

Competition that began in the U.S. and Europe has spread rapidly across Asia to find a fertile boma in the British colony, where local traders

learned long ago that currency fluctuations can strip away all the profits from a potentially lucrative deal.

Treasury managers have discovered a difference between the conservatively managed companies in South-East Asia, and those in Hong Kong, where free-wheeling entrepreneurs tend to see their treasury departments as profit centres.

Whatever other reasons intruded, the volatility of Hong Kong's financial markets and of its currency, caused over the past three years by Sino-British negotiations over the territory's future, has concentrated the minds of even the most conservative finance directors.

"Exporters who were offered business denominated in weakening D-Marks or sterling often decided simply to say no

to the business," Mr Hunter says. "What they should have done is say yes, and hedge their position on the forward foreign exchange market."

Hedging against currency fluctuations has become less important since the local currency was linked to the U.S. dollar, but this link has led inevitably to increased volatility in local interest rates. The need for improved Treasury management has, therefore, shifted rather than disappeared.

Mr Bill Wavish, who has recently stepped down as finance director of Hongkong Land, the property group which was swept perilously close to bankruptcy in the wake of Hong Kong's property market crash in 1982, has had just such an interest rate problem. He has worked closely with Treasury managers at Citibank

and Wardley, the merchant banking group controlled by the Hongkong and Shanghai Banking Corporation, to solve it.

Debts had mounted towards HK\$16bn (U.S.\$2.06bn). Just HK\$4bn of this was medium or long-term borrowing, and a mere HK\$1bn carried fixed interest. Mr Wavish comments: "With our kind of debt burden, you couldn't afford to roll over variable money when political crises here were sweeping interest rates up to 30 per cent. A greater proportion simply had to be at fixed rates."

He groans about the bankers who came to him with textbook products concocted in New York or London. "The treasury managers that have been successful have been those who analysed our special problems,

and came with solutions tailored to solve them. It would not have taken much homework to discover, for example, that we don't need U.S. dollar swaps — but we still got a lot of offers."

Today, debts have been trimmed to less than HK\$12bn. All but HK\$4bn is now met by long or medium-term loans, and a total of 16 interest rate swaps have increased to 20 per cent the proportion of debt carrying fixed interest.

"The magic of products like swaps is that everyone emerges feeling he's the winner," Mr Wavish concludes. "I get fixed rate money. The bank lending me it gets a higher rate of return than it could expect on most markets. And the Treasury adviser walks away with a good fee."

David Dodwell

AGA profits advance for first quarter

By David Brown in Stockholm

AGA, the Swedish industrial gas group, announces a strong rise in first quarter profits and expects full year results to exceed earlier forecasts. Mr Marcus Storch, the president, told shareholders.

Profits after financial items climbed to SKr 250m (\$28.4m) from the SKr 154m achieved during the same period a year earlier. The result includes SKr 50m in profits from the Trestart investment group and the Uddeholm tooling steel and hydropower group which AGA took control of late last year.

Uddeholm's full-year results will exceed the earlier forecast of SKr 200m, Mr Storch said. Both the AGA gas and refrigeration units will also show strong improvement from the combined SKr 728m achieved in 1984.

In mid-May AGA launched one of the biggest corporate take-over bids in Sweden with its SKr 3bn attempt to raise its stake in Uddeholm to over 90 per cent and gain control over substantial liquid and other assets.

Hokkaido Takushoku

Japan's 13th largest city bank is Hokkaido Takushoku Bank and not Hokoku Bank as incorrectly reported last Friday.

BP plan for Seltrust faces legal challenge

By JOHN McILWRAITH IN PERTH

A LENGTHY attempt by BP to restructure its troubled Australian mining subsidiary, Seltrust Holdings, has been delayed again, this time by a legal challenge.

BP first presented a scheme of arrangement in January, but the Australian minority shareholders rejected it.

A second proposal was overwhelmingly approved by the shareholders on Friday. But MIM Holdings is challenging the proposal through the courts so implementation of the scheme will have to await the outcome of legal hearings.

MIM, which has a 40 per cent

interest in the Agnew nickel project, claims that part of the scheme would breach a joint venture agreement in which Seltrust is the other participant.

MIM's action is likely to delay the Seltrust restructuring by at least six weeks. Under BP's proposed scheme, about A\$23m (US\$15.3m) of Seltrust assets would be transferred to a new company, Paragon Resources NL, which would seek a listing on Australian stock exchanges.

The BP scheme gives shareholders the choice of accepting 35 Paragon shares and options for each Seltrust share, or 60

cents in cash.

Australian minority shareholders have just under 25 per cent of Seltrust, with BP the balance.

The new company would be given a major interest in a gold project in New South Wales, about A\$15.5m in cash, of which A\$6.3m would be lent to Seltrust as part of the consideration for the right to buy nickel concentrates.

It is this last condition which has led to the legal challenge. MIM claims that the proposal that Seltrust should buy 9.5 per cent of Agnew's nickel concentrates is an assignment which

constitutes a breach of the joint venture agreement.

At Friday's meeting Seltrust's liquidators said that legal advice, confirmed after MIM's summons, was that the nickel transaction did not contravene the joint venture agreement.

If the scheme finally becomes a reality, Seltrust will be wholly owned by BP which would be liable for the mining company's debts of about A\$137m (most of which is owed to BP).

It would also retain the 60 per cent interest in the Agnew project and a smaller nearby mining operation.

Mediobanca purchase

By ALAN FRIEDMAN IN MILAN

MEDIOBANCA, the Italian merchant bank, has acquired Carlo de Benedetti's 13.62 per cent stake in the Pesenti family's Italmobiliare holding group which has interests ranging from engineering and property to finance and steel.

The sale of the Italmobiliare shares comes nine months after Sig de Benedetti acquired the stake following the death of Signor Carlo Pesenti, the Catholic financier who founded Italmobiliare and who was also the largest single shareholder in Banco Ambrosiano.

Sig de Benedetti tried last

autumn to persuade Signor Giampiero Pesenti, the heir to Italmobiliare, to form an alliance and recapitalize the heavily indebted company. But Sig Pesenti chose instead to reduce Italmobiliare's borrowings by selling the company's controlling stake in RAS, the second largest Italian insurer, to West Germany's Allianz.

● Nuovo Banco Ambrosiano, the successor bank to the Ambrosiano group, says that thousands of smaller shareholders of Calvi's bank have converted warrants into shares of Nuovo Ambrosiano.

Shake-up at Jungheinrich

By PETER BRUCE IN BONN

JUNGHEINRICH, the West German privately owned fork lift truck manufacturer, announces sweeping changes to its management, including the departure of the two men traditionally credited with establishing it as the leading European producer of electrically powered vehicles — Herr Klaus Rosenkranz and Herr Walter Gnaert.

The company gave no reasons for the departure of its two most senior executives. They are to be replaced by Herr Winfried Lange and Herr Franz Guenther Wolf, whose

wives each own half the company.

At the same time, Hamburg-based Jungheinrich said present management operations are to be shrunk into a simple holding company and the group's robot business is to be spun-off to become a separate automated materials handling and warehouse division, capitalised at DM 10m (\$3.3m).

Jungheinrich, which last year took over the West German operations of Eaton-Yale lift trucks, recorded a 15 per cent increase in turnover to DM 737m in 1984.

NEW INTERNATIONAL BOND ISSUES

Borrowers	Amount m.	Maturity	Av. life years	Coupon %	Price	Lead Manager	Offer yield %
U.S. DOLLARS							
Ex-Im Bank of Japan	100	1995	18	10%	100%	Salomon Brothers	10.313
Ex-Im Bank of Japan	20	2000	15	(3 1/4)	100	Nikko Secs.	
Ex-Im Bank of Japan	100	1992	7	10 1/2	89 1/4	Morgan Stanley	10.582
Ex-Im Bank of Japan	140	1995	10	10 1/2	100 1/4	Banque Paribas	10.334
Ex-Im Bank of Japan	125	1990	5	10%	100	Morgan Stanley	10.125
Ex-Im Bank of Japan	257.5	1995	10	0	38.835	Morgan Guaranty	9.920
Ex-Im Bank of Japan	200	1990	5	19	100%	Bankers Trust	9.901
Ex-Im Bank of Japan	100	1995	10	11 1/4	100	CSFB	11.250
CANADIAN DOLLARS							
Ex-Im Bank of Japan	50	1990	5	10%	100	Lehman Brothers	10.750
Ex-Im Bank of Japan	75	1995	10	11%	100	Wood Gundy	11.750
Ex-Im Bank of Japan	50	1990	5	10%	100	Wood Gundy	10.625
AUSTRALIAN DOLLARS							
Ex-Im Bank of Japan	40	1982	7	13%	100%	Orion Royal Bank	13.319
Ex-Im Bank of Japan	50	1992	7	13%	100%	Orion Royal Bank	13.185
Ex-Im Bank of Japan	30	1990	5	13%	100%	Schroder Wagg	13.179
NEW ZEALAND DOLLARS							
Ex-Im Bank of Japan	60	1990	5	15	100	Morgan Stanley	15.000
D. MARKS							
Ex-Im Bank of Japan	150	1993	8	8	100	Deutsche Bank	8.000
Ex-Im Bank of Japan	100	1995	10	7 1/2	100	Deutsche Bank	7.500
Ex-Im Bank of Japan	300	1990	5	(3 1/4)	100	Deutsche Bank	
Ex-Im Bank of Japan	250	1992	7	7 1/4	100	Deutsche Bank	
SWISS FRANCES							
Ex-Im Bank of Japan	35	1995	—	8	100 1/2	Bon Gottschalk, K.S.	5.932
Ex-Im Bank of Japan	100	1995	—	8 1/2	89 1/4	SBC	5.441
Ex-Im Bank of Japan	150 max	1993	—	8 1/2	100	Sodite	8.500
Ex-Im Bank of Japan	100	1995	—	(5 1/4)	—	URS	
Ex-Im Bank of Japan	25	1990	—	(3 1/2)	—	Bk Julius Baer	
Ex-Im Bank of Japan	70	1990	—	(3 1/2)	—	Swiss Volksbank	
Ex-Im Bank of Japan	40	1993	—	5	99 1/2	SBC	5.670
Ex-Im Bank of Japan	150	1983	—	(1 1/4)	100	Credit Suisse	
Ex-Im Bank of Japan	250	1990	—	(1 1/2)	100	Credit Suisse	
Ex-Im Bank of Japan	50	1990	—	(1 1/4)	100	Credit Suisse	
YEN							
Ex-Im Bank of Japan	70	1983	8	9 1/4	100%	Dresdner Bank	9.089
Ex-Im Bank of Japan	75	1993	8	9	100%	Banque Paribas	8.995
Ex-Im Bank of Japan	30	1992	7	9 1/4	100%	Société Générale	9.225
Ex-Im Bank of Japan	50	1993	8	9 1/4	100	Banque Paribas	8.790
DANISH KRONER							
Ex-Im Bank of Japan	250	1991	8	11%	100	Copenhagen Handelsbank	11.750
FRENCH FRANCES							
Ex-Im Bank of Japan	700	1990	5	11 1/4	99 1/4	BNP	11.193
YEN							
Ex-Im Bank of Japan	300m	1995	8	7	98.80	Monnet Sans.	7.030

* Not yet priced. † Fixed terms. ** Private placement. ‡ Convertible. † Floating rate note. † With equity warrants. ‡ Dual currency. (a) 1/4 over five year. (b) Parity paid. Note: Yields are calculated on ARD basis.

Farm loans sink seven U.S. banks

By PAUL TAYLOR IN NEW YORK

NEBRASKA'S department of banking and finance ordered the closure of four agricultural banks late on Friday because of what it described as problem farm loans. The move highlights the continuing problems of the U.S. farm sector and the small banks that serve it.

One of the four banks, the Bank of Taylor, with deposits of about \$12.2m in 3,500 accounts, will reopen this morning as a subsidiary of the Union Bank and Trust Company of Lincoln after federal officials arranged a rescue involving \$9.8m in federal funds.

The other three banks are owned by Mr Roger Voorbees of Omaha. Their fate was uncertain yesterday, although it is probable that the Federal Deposit Insurance Corporation (FDIC) will also seek merger partners for them.

All four banks were covered by federal insurance, which should ensure that depositors suffer no losses. The latest failures bring to seven the number of Nebraskan banks which have been forced to close their doors this year.

Elsewhere, federal and state regulators closed three other small

banks in Arkansas, Minnesota and Oregon, again because of problem agricultural loans. The seven bank failures are the largest number in a single day since the Depression years.

● The Federal Home Loan Bank Board named a new board of directors for the ailing Central Savings and Loan Association of San Diego after efforts to find a buyer for the troubled thrift apparently failed. Central Savings, with \$2.2m in assets and 48 offices, is one of California's 20 largest thrift institutions. It has lost more than \$50m since 1981.

All of these Securities have been offered outside the United States. This announcement appears as a matter of record only.

New Issue / May, 1985

U.S. \$200,000,000

First Chicago Corporation

(Incorporated under the laws of Delaware, U.S.A.)

Floating Rate Subordinated Notes Due May 1992

Salomon Brothers International Limited

Credit Suisse First Boston Limited

Merrill Lynch Capital Markets

First Chicago Limited

S. G. Warburg & Co. Ltd.

Bank of Tokyo International Limited

Banque Indosuez

Banque Nationale de Paris

Banque Paribas Capital Markets

Commerzbank Aktiengesellschaft

County Bank Limited

Dai-ichi Kangyo International Limited

Dresdner Bank Aktiengesellschaft

Enskilda Securities

Handelsbanken Enskilda Limited

Fuji International Finance Limited

IBJ International Limited

LTCB International Limited

Mitsubishi Trust & Banking Corporation (Europe) S.A.

Mitsui Trust Bank (Europe) S.A.

Samuel Montagu & Co. Limited

Morgan Grenfell & Co. Limited

Nippon Credit International (HK) Ltd.

Orion Royal Bank Limited

PK Christiania Bank (UK) Limited

Postipankki

Société Générale

Société Générale de Banque S.A.

Sumitomo Finance International

Sumitomo Trust International Limited

Swiss Bank Corporation International Limited

The Taiyō Kobe Bank (Luxembourg) S.A.

Tokai International Limited

Toyo Trust International Limited

Union Bank of Switzerland (Securities) Limited

Westpac Banking Corporation

Yasuda Trust Europe Limited

KLEINWORT, BENSON, LONSDALE plc

(Incorporated in England with limited liability)

US \$100,000,000

Primary Capital Undated Floating Rate Notes

Issue Price 100 per cent.

Kleinwort, Benson Limited

Credit Suisse First Boston Limited

Banque Bruxelles Lambert S.A.

Banque Nationale de Paris

Chemical Bank International Limited

Crédit Commercial de France

Dresdner Bank Aktiengesellschaft

Fuji International Finance Limited

Genossenschaftliche Zentralbank AG Vienna

IBJ International Limited

LTCB International Limited

Morgan Guaranty Ltd

Morgan Stanley International

Nomura International Limited

Swiss Bank Corporation International Limited

Toronto Dominion International Limited

Yamaichi International (Europe) Limited

Application has been made to the Council of The Stock Exchange in London for the Notes, in the denomination of US\$100,000 each, to be admitted to the Official List.

Listing particulars relating to the Notes will be circulated in the statistical services of Exel Statistical Services Limited, and copies may be obtained during usual business hours up to and including 5th June 1985 from the Company Announcements Office of The Stock Exchange in London and up to and including 17th June 1985 from:—

Kleinwort, Benson, Lonsdale plc
20 Fenchurch Street
London EC3P 3DB

Kleinwort, Benson Limited
20 Fenchurch Street
London EC3P 3DB

Credit Suisse First Boston Limited
22 Bishopsgate
London EC2N 4BQ

Chemical Bank
180 Strand
London WC2R 1ET

Hoare Govett Limited
Heron House
319/325 High Holborn
London WC1V 7PB

3rd June 1985

THE MANAGEMENT PAGE

EDITED BY CHRISTOPHER LORENZ

IT'S AN old business basic. Companies of all sizes are lamenting their tendency to forget it. It is the importance of courting the customer, and for a tiny entrepreneurial company in Somerset, it has made a thousand flowers bloom.

It all began a quarter of a century ago when a director of the old family-run, brewer Arthur Guinness and Sons decided he wanted to propagate orchids. This indulgence, which called for pioneering work in an accelerated form of propagation called plant tissue culture, did help drop the price of the flower. But the researchers working out of a makeshift laboratory in two bedrooms busied themselves more with detailed research on a staggering assortment of plants.

The operation was unfocused and Ernest Saunders, the outsider brought in to get Guinness back to basics in 1962, would have none of it. The plant patch was pruned.

Yet today, snapped up by an American venture capitalist, the company, Twyford Plant Laboratories in Bournemouth, is a rising star in the promising world of test-tube horticulture, in which tissues from one plant can be used to produce thousands of disease-free clones in a fraction of the time that conventional propagation requires.

Newly-installed managers and scientists, motivated by a 15 per cent share of the company's equity, housed in on Twyford's expertise in growing plants. They put up a computer-run, state-of-the-art glasshouse, holding 4,000 plants for every square metre of its white metal trays, over the old Somerset orchid ground. They called upon NASA to supply sterile peat containers called plant plugs. And now they claim the largest share of flower plant sales in the Dutch-dominated European horticulture market. Sales have climbed sixfold to some 60 units called "propagules" last year.

"We're pushing it out as fast as we can," says managing director Jeff Hooper, hired away from Royal Dutch Shell's Nickerson Seeds subsidiary by the new owner John Hesse, chairman of Plant Resources Venture Fund. Adds Peter Bal, director of Bal and Bore, a top Dutch flower agent: "The market is enormous, and Twyford is making a business out of it."

The transformation may seem as magical as Twyford's proprietary propagation techniques. Instead, it was systematic. Hooper had a vast market—he estimates growers already spend \$30m annually for plantlets, most propagated conventionally—and he had a commercial technology. But he also had a raw gap between



"You seem to have made a hit with our new strain of forget-me-not"

Customers need cultivating

Jane Rippeteau on a horticultural renaissance

the two. He began to close it. Customers were more carefully identified, and potential new markets were identified. Scientists were sent out to meet customers directly, who in turn were invited around Twyford's operation. "The big danger of 30-odd scientists and a big pot of money is that they will go off on flights of fancy," says Hooper. The scientist "has to see the results of his actions pushing into the marketplace." Hooper also got R and D to focus on specific customer needs. One Dutch grower wanted a lily of a different colour. A team was dispatched to the state, it will try radiation techniques to get some of the red of a red lily into a pink lily, then rush home to launch rapid propagation. Another customer lamented a Central American country's ban on dracaena exports. Twyford is popular alstroemeria flowers. And all the customers wanted ever-faster delivery, sometimes down to the hour of the day tailored to huge flower auctions in the Netherlands.

Tissue culture, a well-known process, involves clipping growth tissue from the shoot tip of a desirable plant, sterilising it, and placing it in a gel of minerals and other nutrients to grow. More time is "clipped

from the first clone, and additional ones are started. The increase in the multiplication rate is dramatic. As Peter Walker, assistant research director explains, a narcissus replicates naturally once in a year. By conventional propagation, called chipping, that can be boosted to 20 per year. But tissue culture can result in 20,000 clone flowers in a year. Tulips, currently a hot research subject, could be provided in volume in about five years, instead of 20 to 30, making it much easier to cater to changing colour fashions, experts say. The replicable flowers will be disease-free, and sport all of the favoured characteristics of the original flower.

"The speed is tremendous," says Quintinus Buschman, co-director of Holland's Cor van Duyn Import and Export, one of the world's top breeders of popular alstroemeria flowers. "When you find a new variety, done! You send it up to Twyford. And you can have thousands of plants in a year or so. That makes you very competitive."

The process, from where to clip a particular plant to what to put in its gel to stimulate growth, is called a system and it varies with each plant. Competitors can differentiate them-

selves by the systems they develop. "It's a bit of a black art," says David Leathers, a director of Biotechnology Investments, the N. M. Rothschild and Sons venture capital unit and a Twyford investor.

Twyford believes it has a big edge tucked away in the dusty dozen file cabinets containing some 20 years of specialised plant research. So far, it has developed systems for about 160 plants, with many more, from tulips to asparagus and such plantation crops as date palms, in the works.

One of the most important breakthroughs came in response to customer difficulties in removing plantlets from the gel. The plants develop one root system in the gel, but a different one in the soil. When plantlets were delivered in their proprietary plastic-enclosed gel containers, growers had to make the critical transition from gel to soil.

"Losses were running at between 25 and 45 per cent" of total plants delivered, says Twyford's managing director, Andrew C. Brown. Now Twyford takes the plants out of the gel, transplants them into the sterile NASA peat plug, and ships them ready for planting into a glasshouse. "Losses now are below 10 per cent, and they are carried by Twyford, not the customer," says Brown. He believes the improvement is a key factor in expanding the customer base. It also made it possible for him to cull the product line, focusing exclusively on the company can sell at least 50,000 a year for at least 25p apiece. Orchids did not survive the cull.

Staying close to those customers will be a continuing challenge if Twyford realises its ambitions to grow to \$30m in annual revenue, with worldwide presence, in five years. Working now two shifts seven days a week, Twyford expects to ship 8.3m units this year and reach 20m by 1990—in Europe alone.

It is keeping mum about margins, but hopes to be ready to go public in about two or three years. Last month the company opened a plant in Santa Paula, California, and expects U.S. sales of 4m units by the end of 1988. It is banking on specificity of its flower colours to help fend off U.S. competitors, many of them entrepreneurial start-ups pursuing biotechnology applications in a range of plant agriculture.

All this excitement, Hooper says, is less worried about competitors than his own management. "The real danger is in scaling up too quickly. What we are doing is bringing the benefits of plant breeding to the customers much more quickly. We have to earn more money out of the marketplace."

Financial strategy

Upending some sacred cows

BY DAVID DAVIES

THE finance director's lot is a difficult one. On virtually all of the areas of important policy—dividends, gearing, acquisition strategy—he (or she) has traditionally to choose between two exactly contrary types of advice. On the one hand he has advice from the market professionals, full of wiles and wisdom, full of auctioneering insight and much-scarred hindsight. On the other hand, he has the strenuous of academic analysis, dry, theoretical, difficult to argue with but also difficult to believe.

Today that is no longer true. A tidal change is sweeping through the whole sphere of financial strategy. Based on empirical study rather than arcane mathematical analysis—on how things do happen, rather than how they should happen—a number of sacred cows are being upended.

Perhaps the most important of these sacred cows is dividend policy. Economic theory says that dividends are at best irrelevant, at worst, tax inefficient. Paying dividends leads the shareholder to incur an income tax liability at a typically high marginal rate. The market should reflect in the share price the retained funds of the business. This should mean a (low) capital gains tax liability rather than a (high) marginal income tax. Hence, if anything, dividend increases should lead to a reduction in the share price, and retentions should give an increase.

American research data* says the exact opposite. The experience of the U.S. markets indicates that each 1 per cent increase in yield leads to about 3 per cent abnormal increase in share price. Furthermore, because of market expectations of increasing yields, a frozen dividend on average causes a 2 per cent discounting of the share. So dividends, and in particular dividend increases, are good for the shareholders, even those paying the highest marginal rate of tax.

Why should this be so? The argument is quite straightforward. Dividends are new. Each dividend is committed itself to meeting a cash flow demand, effectively in perpetuity. The

management has made a forecast that is self-punishing if it is wrong. I have no data on the tenure of chief executives at the time of cuts in dividend, but I suspect that it is often short. It is dangerous to lie with dividends. For a shareholder, therefore, they are the best form of profit forecast.

The same is true of share repurchases. How many chairmen of companies have complained that their equity is "undervalued" on the stock exchange? The best proof of undervalued equity (nowadays) is for the company to buy its own shares. Again, American experience is that companies repurchasing their own shares enjoy a permanent capital gain. This is rational: who would know the real value of a company's shares better than its own management?

Again, the financial strategy of share purchase is a vehicle for news of the company's real

any class of share. The optimum was judged on the basis of a trade-off between the tax advantage and the risk of a given level of debt, and was reflected in the share price. Today the argument is more cunning. Any increase in debt—like an increase in dividend—implies a commitment to a certain cash flow stream. Here the argument is a little more subtle, since the increase must be voluntary, and probably expansionary. A run to the bank to shore up an ailing company will have the opposite information effect from a deliberate decision aggressively to debt finance a major expansion. The latter action can lead to a share price increase, even for an already aggressively geared company. This is entirely contrary to classical risk theory, of course.

The other area of financial policy—end indeed corporate strategy—where mathematics has previously prevailed, the common sense is in acquisition strategy. Much "diversification strategy" seems to be based upon a spurious mixture of abstract and inappropriate mathematical theory, and a more comprehensible but equally reprehensible yearning for "greener grass". Wiser heads might advise against the risks of taking on new markets and new technologies with old skills, but this does not stop Britain having regular bouts of merger-mania.

Again, a little empirical analysis is enlightening. Studies of takeovers in the U.S., UK and Australia* threw up some interesting conclusions: 1—Overall, the financial performance of the joint companies (acquirer company and acquired company combined) was no better than the average of the companies apart. 2—The sole beneficiaries of the exercise were the shareholders of the acquired company who, on average, made a 35 per cent gain over their previous performance. Since there was no overall benefit generated, the source of this advantage was the shareholder group of the acquirer company who, on average, made a 6/7 per cent of their expected share value. (This loss is smaller than the gain of the acquired company simply because of the ratio of sizes between the companies involved in a typical takeover. Obviously,

the bigger the acquired company is as a proportion of the acquirer, the bigger the loss suffered by the acquirer shareholders.)

3—The causes of these losses to the shareholder are primarily the size of the premium paid and to a lesser extent, earnings per share.

4—These facts are particularly true of acquisitions in the UK and Australia, as against the U.S. The probable reason for this is the relative effectiveness of the Monopolies Commission in preventing takeovers within the same industry which, on average, are by far and away the most financially rewarding exercises.

5—Based upon a survey of 5 tons of 498 takeover attempts, the data is very clear-cut: acquirer shareholders suffered losses in over 80 per cent of the "successful" takeovers.

The few successes that do arise tend to be very much

'Financial' takeovers

"Financial" takeovers. Companies with very poorly utilised assets, poor management, very high discretionary costs, and a low P/E, acquired by a company with a high P/E, tend to give good returns. Hanson Trust's activities would be a good example of this. Outside this group, there are very few winners.

In all of this—dividends, share repurchase, gearing takeovers—strategies—common sense is gaining ground over economic theory. Wisdom is winning. Market-insight is becoming respectable.

"The impact of initiating dividend payments on shareholder wealth" by Paul Asquith and David Mullins, *Journal of Business*, Vol 56, No 1 (Jan 1983), pp 76-96.

"Takeovers, shareholder returns, and the theory of the firm," by Michael Firth, *The Quarterly Journal of Economics*, March 1980, pp 235-258. The author is a senior executive with Tate & Lyle, where he specialises in turnaround and problem companies.

Company Notices

KIRSH TRADING GROUP LIMITED

DECLARATION OF PREFERENCE DIVIDEND

NOTICE IS HEREBY GIVEN that the Board of Directors has declared the following preference dividend payable on 30th June 1985 to those preference shareholders registered in the books of the company as at the close of business on 15th June 1985:

CUMULATIVE PARTICIPATING PREFERENCE SHARES
Dividend No. 19 of 4.125 cents per share for the six months ending 30th June 1985.

NON-PARTICIPATING PREFERENCE SHARES
Dividend No. 20 of 4.125 cents per share for the six months ending 30th June 1985.

7% COMPANILY CONVERTIBLE CUMULATIVE PREFERENCE SHARES
Dividend No. 21 of 4.125 cents per share for the six months ending 30th June 1985.

7% COMPANILY CONVERTIBLE CUMULATIVE PREFERENCE SHARES
Dividend No. 22 of 4.125 cents per share for the six months ending 30th June 1985.

Dividends are declared in South African currency and dividends payable from the London Office will be paid in United Kingdom pounds sterling. In the event of there being a change in exchange rates between 25th May 1985 and 30th June 1985, the dividend will be calculated on the basis of the rate of exchange prevailing on 25th May 1985.

Dividend cheques despatched from the London Office to shareholders in the United Kingdom (except tax at rates to be advised after allowing for relief of any tax in respect of South African Tax). This company will, where applicable, deduct the Non-Resident Shareholders' Tax of 15% from dividends payable.

NOTICE OF INTEREST PAYMENT ON 8.25% UNREDEEMED LOAN STOCK 1978/87

NOTICE IS HEREBY GIVEN that interest on the 8.25% loan stock of 1,257,500 units for the six months ending 30th June 1985 has been declared by the Board of Directors of the company on 14th June 1985 to those holders registered in the books of the company at the close of business on 14th June 1985.

Interest on the loan stock at the rate of 8.25% will be payable by cheque on 15th June 1985 to the following:

By Order of the Board
R. C. DE KROM, Secretary
19th Avenue, Johannesburg 2001

By Order of the Board
J. J. VAN DER MERWE, Secretary
19th Avenue, Johannesburg 2001

By Order of the Board
J. J. VAN DER MERWE, Secretary
19th Avenue, Johannesburg 2001

By Order of the Board
J. J. VAN DER MERWE, Secretary
19th Avenue, Johannesburg 2001

REPUBLIC OF INDONESIA

US\$200,000,000

Floating Rate Notes due 1992

In accordance with the provisions of the Notes, notice is hereby given that the rate of interest for the period from 31st May 1985 to 29th November 1985 has been fixed at 8.75 per cent per annum. On the 29th November 1985 interest of US\$24,250,000 per US\$100,000 nominal amount of the Notes and interest of US\$10,644,064 per nominal amount of the Notes will be due against Interest Coupon No. 7.

SWISS BANK CORPORATION INTERNATIONAL LIMITED
Reference Agent

COMPAGNIE FRANÇAISE DES PETROLES

S.A. CAPITAL STOCK F. 1,555,869,450

5, rue Michel-Ange, 75015 Paris

R.C.S. Paris No 242 161 180

NOTICE OF SHAREHOLDERS' MEETING

NOTICE IS HEREBY GIVEN that the Board of Directors of the company has decided to hold a general meeting of shareholders on 14th June 1985 at 10.00 a.m. at the Hotel de Ville, 12, rue de la Harpe, 75001 Paris, France, for the purpose of considering and voting upon the following resolutions:

- To approve the balance sheet and profit and loss account for the year ended 31st December 1984.
- To approve the dividend for the year ended 31st December 1984.
- To approve the appointment of directors for the year ending 31st December 1985.
- To approve the appointment of auditors for the year ending 31st December 1985.
- To approve the appointment of a director for the year ending 31st December 1985.
- To approve the appointment of an auditor for the year ending 31st December 1985.
- To approve the appointment of a director for the year ending 31st December 1985.
- To approve the appointment of an auditor for the year ending 31st December 1985.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Board of Directors of the company has decided to hold an annual general meeting of shareholders on 14th June 1985 at 10.00 a.m. at the Hotel de Ville, 12, rue de la Harpe, 75001 Paris, France, for the purpose of considering and voting upon the following resolutions:

- To approve the balance sheet and profit and loss account for the year ended 31st December 1984.
- To approve the dividend for the year ended 31st December 1984.
- To approve the appointment of directors for the year ending 31st December 1985.
- To approve the appointment of auditors for the year ending 31st December 1985.
- To approve the appointment of a director for the year ending 31st December 1985.
- To approve the appointment of an auditor for the year ending 31st December 1985.
- To approve the appointment of a director for the year ending 31st December 1985.
- To approve the appointment of an auditor for the year ending 31st December 1985.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Board of Directors of the company has decided to hold an annual general meeting of shareholders on 14th June 1985 at 10.00 a.m. at the Hotel de Ville, 12, rue de la Harpe, 75001 Paris, France, for the purpose of considering and voting upon the following resolutions:

- To approve the balance sheet and profit and loss account for the year ended 31st December 1984.
- To approve the dividend for the year ended 31st December 1984.
- To approve the appointment of directors for the year ending 31st December 1985.
- To approve the appointment of auditors for the year ending 31st December 1985.
- To approve the appointment of a director for the year ending 31st December 1985.
- To approve the appointment of an auditor for the year ending 31st December 1985.
- To approve the appointment of a director for the year ending 31st December 1985.
- To approve the appointment of an auditor for the year ending 31st December 1985.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Board of Directors of the company has decided to hold an annual general meeting of shareholders on 14th June 1985 at 10.00 a.m. at the Hotel de Ville, 12, rue de la Harpe, 75001 Paris, France, for the purpose of considering and voting upon the following resolutions:

- To approve the balance sheet and profit and loss account for the year ended 31st December 1984.
- To approve the dividend for the year ended 31st December 1984.
- To approve the appointment of directors for the year ending 31st December 1985.
- To approve the appointment of auditors for the year ending 31st December 1985.
- To approve the appointment of a director for the year ending 31st December 1985.
- To approve the appointment of an auditor for the year ending 31st December 1985.
- To approve the appointment of a director for the year ending 31st December 1985.
- To approve the appointment of an auditor for the year ending 31st December 1985.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Board of Directors of the company has decided to hold an annual general meeting of shareholders on 14th June 1985 at 10.00 a.m. at the Hotel de Ville, 12, rue de la Harpe, 75001 Paris, France, for the purpose of considering and voting upon the following resolutions:

- To approve the balance sheet and profit and loss account for the year ended 31st December 1984.
- To approve the dividend for the year ended 31st December 1984.
- To approve the appointment of directors for the year ending 31st December 1985.
- To approve the appointment of auditors for the year ending 31st December 1985.
- To approve the appointment of a director for the year ending 31st December 1985.
- To approve the appointment of an auditor for the year ending 31st December 1985.
- To approve the appointment of a director for the year ending 31st December 1985.
- To approve the appointment of an auditor for the year ending 31st December 1985.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Board of Directors of the company has decided to hold an annual general meeting of shareholders on 14th June 1985 at 10.00 a.m. at the Hotel de Ville, 12, rue de la Harpe, 75001 Paris, France, for the purpose of considering and voting upon the following resolutions:

- To approve the balance sheet and profit and loss account for the year ended 31st December 1984.
- To approve the dividend for the year ended 31st December 1984.
- To approve the appointment of directors for the year ending 31st December 1985.
- To approve the appointment of auditors for the year ending 31st December 1985.
- To approve the appointment of a director for the year ending 31st December 1985.
- To approve the appointment of an auditor for the year ending 31st December 1985.
- To approve the appointment of a director for the year ending 31st December 1985.
- To approve the appointment of an auditor for the year ending 31st December 1985.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Board of Directors of the company has decided to hold an annual general meeting of shareholders on 14th June 1985 at 10.00 a.m. at the Hotel de Ville, 12, rue de la Harpe, 75001 Paris, France, for the purpose of considering and voting upon the following resolutions:

- To approve the balance sheet and profit and loss account for the year ended 31st December 1984.
- To approve the dividend for the year ended 31st December 1984.
- To approve the appointment of directors for the year ending 31st December 1985.
- To approve the appointment of auditors for the year ending 31st December 1985.
- To approve the appointment of a director for the year ending 31st December 1985.
- To approve the appointment of an auditor for the year ending 31st December 1985.
- To approve the appointment of a director for the year ending 31st December 1985.
- To approve the appointment of an auditor for the year ending 31st December 1985.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Board of Directors of the company has decided to hold an annual general meeting of shareholders on 14th June 1985 at 10.00 a.m. at the Hotel de Ville, 12, rue de la Harpe, 75001 Paris, France, for the purpose of considering and voting upon the following resolutions:

- To approve the balance sheet and profit and loss account for the year ended 31st December 1984.
- To approve the dividend for the year ended 31st December 1984.
- To approve the appointment of directors for the year ending 31st December 1985.
- To approve the appointment of auditors for the year ending 31st December 1985.
- To approve the appointment of a director for the year ending 31st December 1985.
- To approve the appointment of an auditor for the year ending 31st December 1985.
- To approve the appointment of a director for the year ending 31st December 1985.
- To approve the appointment of an auditor for the year ending 31st December 1985.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Board of Directors of the company has decided to hold an annual general meeting of shareholders on 14th June 1985 at 10.00 a.m. at the Hotel de Ville, 12, rue de la Harpe, 75001 Paris, France, for the purpose of considering and voting upon the following resolutions:

- To approve the balance sheet and profit and loss account for the year ended 31st December 1984.
- To approve the dividend for the year ended 31st December 1984.
- To approve the appointment of directors for the year ending 31st December 1985.
- To approve the appointment of auditors for the year ending 31st December 1985.
- To approve the appointment of a director for the year ending 31st December 1985.
- To approve the appointment of an auditor for the year ending 31st December 1985.
- To approve the appointment of a director for the year ending 31st December 1985.
- To approve the appointment of an auditor for the year ending 31st December 1985.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Board of Directors of the company has decided to hold an annual general meeting of shareholders on 14th June 1985 at 10.00 a.m. at the Hotel de Ville, 12, rue de la Harpe, 75001 Paris, France, for the purpose of considering and voting upon the following resolutions:

- To approve the balance sheet and profit and loss account for the year ended 31st December 1984.
- To approve the dividend for the year ended 31st December 1984.
- To approve the appointment of directors for the year ending 31st December 1985.
- To approve the appointment of auditors for the year ending 31st December 1985.
- To approve the appointment of a director for the year ending 31st December 1985.
- To approve the appointment of an auditor for the year ending 31st December 1985.
- To approve the appointment of a director for the year ending 31st December 1985.
- To approve the appointment of an auditor for the year ending 31st December 1985.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Board of Directors of the company has decided to hold an annual general meeting of shareholders on 14th June 1985 at 10.00 a.m. at the Hotel de Ville, 12, rue de la Harpe, 75001 Paris, France, for the purpose of considering and voting upon the following resolutions:

- To approve the balance sheet and profit and loss account for the year ended 31st December 1984.
- To approve the dividend for the year ended 31st December 1984.
- To approve the appointment of directors for the year ending 31st December 1985.
- To approve the appointment of auditors for the year ending 31st December 1985.
- To approve the appointment of a director for the year ending 31st December 1985.
- To approve the appointment of an auditor for the year ending 31st December 1985.
- To approve the appointment of a director for the year ending 31st December 1985.
- To approve the appointment of an auditor for the year ending 31st December 1985.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Board of Directors of the company has decided to hold an annual general meeting of shareholders on 14th June 1985 at 10.00 a.m. at the Hotel de Ville, 12, rue de la Harpe, 75001 Paris, France, for the purpose of considering and voting upon the following resolutions:

- To approve the balance sheet and profit and loss account for the year ended 31st December 1984.
- To approve the dividend for the year ended 31st December 1984.
- To approve the appointment of directors for the year ending 31st December 1985.
- To approve the appointment of auditors for the year ending 31st December 1985.
- To approve the appointment of a director for the year ending 31st December 1985.
- To approve the appointment of an auditor for the year ending 31st December 1985.
- To approve the appointment of a director for the year ending 31st December 1985.
- To approve the appointment of an auditor for the year ending 31st December 1985.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Board of Directors of the company has decided to hold an annual general meeting of shareholders on 14th June 1985 at 10.00 a.m. at the Hotel de Ville, 12, rue de la Harpe, 75001 Paris, France, for the purpose of considering and voting upon the following resolutions:

- To approve the balance sheet and profit and loss account for the year ended 31st December 1984.
- To approve the dividend for the year ended 31st December 1984.
- To approve the appointment of directors for the year ending 31st December 1985.
- To approve the appointment of auditors for the year ending 31st December 1985.
- To approve the appointment of a director for the year ending 31st December 1985.
- To approve the appointment of an auditor for the year ending 31st December 1985.
- To approve the appointment of a director for the year ending 31st December 1985.
- To approve the appointment of an auditor for the year ending 31st December 1985.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Board of Directors of the company has decided to hold an annual general meeting of shareholders on 14th June 1985 at 10.00 a.m. at the Hotel de Ville, 12, rue de la Harpe, 75001 Paris, France, for the purpose of considering and voting upon the following resolutions:

- To approve the balance sheet and profit and loss account for the year ended 31st December 1984.
- To approve the dividend for the year ended 31st December 1984.
- To approve the appointment of directors for the year ending 31st December 1985.
- To approve the appointment of auditors for the year ending 31st December 1985.
- To approve the appointment of a director for the year ending 31st December 1985.
- To approve the appointment of an auditor for the year ending 31st December 1985.
- To approve the appointment of a director for the year ending 31st December 1985.
- To approve the appointment of an auditor for the year ending 31st December 1985.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Board of Directors of the company has decided to hold an annual general meeting of shareholders on 14th June 1985 at 10.00 a.m. at the Hotel de Ville, 12, rue de la Harpe, 75001 Paris, France, for the purpose of considering and voting upon the following resolutions:

- To approve the balance sheet and profit and loss account for the year ended 31st December 1984.
- To approve the dividend for the year ended 31st December 1984.
- To approve the appointment of directors for the year ending 31st December 1985.
- To approve the appointment of auditors for the year ending 31st December 1985.
- To approve the appointment of a director for the year ending 31st December 1985.
- To approve the appointment of an auditor for the year ending 31st December 1985.
- To approve the appointment of a director for the year ending 31st December 1985.
- To approve the appointment of an auditor for the year ending 31st December 1985.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Board of Directors of the company has decided to hold an annual general meeting of shareholders on 14th June 1985 at 10.00 a.m. at the Hotel

UK COMPANY NEWS

Laporte results show a significant rise this year

THE CURRENT year at Laporte Industries, chemical manufacturer, had started well, and the group performance so far was significantly higher than that of the corresponding period last year, said Mr R. M. Ringwald, the chairman, at the annual meeting.

As already known, profits in 1984 showed an increase of more than 50 per cent for the second successive year. Pre-tax figures jumped from £30.2m to £47.5m on turnover of £385.6m (£390.2m).

Since January, Laporte had purchased two companies in the U.S. — Leisure Time Chemicals in California and Aspen Industries in Syracuse. Both of these companies had a significant presence in pool and spa chemicals and would materially strengthen the group's position in the U.S. in this growing market, the chairman said.

The duplication of the group's Californian-based R&D operations within Micro-Image Technology in Derbyshire to serve the European market for silicon wafer reclaiming was on schedule, Laporte had been given permission by the Spanish Gov-

BOARD MEETINGS

The following companies have notified dates of board meetings to the Stock Exchange. Such meetings are usually held for the purpose of considering dividends. Official indications are not available as to whether the dividends are interim or final and the sub-division shown below are based mainly on last year's timetable.

TODAY
Finale: Airflow Streamlines, FKI Electronics, TR Natural Resources Invest-

ment Trust, J. W. Wessell, Future Dates
Interim: LPA Industries July 1
Reburn Investment Trust June 12
Alphameric June 17
Avena June 17
Bechem June 17
Dawson International June 20
Finlay (James) June 20
Southwest Resources June 10

ernment to purchase the outstanding shares which it did not own of Minas de Gador in Spain. Members were told that Laporte had authorised substantial capital expenditure for a multi-purpose plant at its new site at Seal Sands being developed by Fine Organics, a company bought last year. This development of the Seal Sands site would bring a substantial number of new jobs to Fesside, Mr Ringwald said.

A similar level of capital investment being undertaken at Widnes on new products would also create significant additional employment.

Regarding Interco, the construction of the new hydrogen

peroxide facility in Warrington was on target and the U.S. Interco operations were now generating increasing profits. A considerable number of other projects around the world were in hand, which the chairman hoped would be finalised this year.

At the AGM of Fothergill & Harvey, Mr L. Stevens, the chairman, said the board was confident of a further increase in profits this year. The group had made an encouraging start with sales in the first four months 14 per cent higher than the corresponding period of 1984. But rising costs, high interest rates and a strengthening pound were affecting margins.

Seltrust's revised scheme is delayed

By Kenneth Marston, Mining Editor

An overwhelming vote (99.4 per cent) of minority shareholders in British Petroleum's 75.4 per cent-owned Australian subsidiary, Seltrust Holdings, has approved the latter's revised reorganisation scheme at the Perth meeting.

However, MIM Holdings, which has 40 per cent of the BP group's Agnew nickel mine in Western Australia, has issued a summons that the deal breaches the joint venture agreement over Agnew.

This means that until the problem has been settled the Seltrust scheme cannot be approved. It is stated that this will mean a delay whereby the effective date of the Seltrust scheme will be put back from the previously expected June 24 when dealing in the shares of the new Paragon Resources (referred to Seltrust minority holders) were due to begin in Australia and London.

TR Industrial and General lifts revenue

After-tax revenue of TR Industrial and General Trust advanced sharply from £5.87m to £8.23m in the year to March 31, 1985. Earnings per 25p share increased to 3.8p, against 2.87p previously which excluded an exceptional item. The final dividend is raised to 2.5p net for a higher total of 3.5p (11.5p). Net asset value climbed from 178.5p to 202p per share, after deducting prior charges at par.

Under the deal £2m will be paid in cash on completion and £1m will be repaid by 1987. During this period the amount outstanding will bear interest. The estimated profit before tax of the agency in 1984 was £13m. The underwriters who are making the purchase, through a company called Newco, are Messrs R.P. Chandler, R.E. Thomson, R. Ballantyne and W.E. Sluma. Two directors of the agency Mr R. A. Denton and Mr S. J. Cox are also forming part of the buyout consortium. The move has been triggered by the divestment legislation at Lloyd's which requires that all Lloyd's insurance brokers divest themselves of their interests in managing agencies by mid 1987.

Sedgwick sells Lloyd's underwriting agency

Sedgwick Group, Britain's largest independent insurance broker, has reached an agreement in principle for the sale of its Sedgwick Forbes Lloyd's underwriting agency interests.

The agency is being bought by a group of the active underwriters at Lloyd's who run insurance syndicates at Lloyd's—43/137, 43/4, 47/440 and 45, under the management of the agency. In the sale Sedgwick is receiving £3m plus additional consideration of at least £1.25m, being a percentage of any aggregate profit commission earned in respect of the management of the syndicates in the underwriting years 1983 to 1989 in excess of an agreed sum.

Innos stake sold

Thorn EMI said yesterday that one of the founders of Innos, the microchip company it bought from the Government last year, had recently sold a substantial proportion of his shareholding in Innos to Thorn. However, the company said that it could not name the individual for "technical reasons".

Thorn paid the Government £95m for a majority stake in Innos. One of the company's three founders, Mr Paul Schroeder, sold his shares to Thorn last year, but the other two, Mr Dick Petritz and Prof Ian Barron, did not.

FT Share Information

The following securities have been added to the Share Information Service:—
Howard Group (Section: Insurance).
Inter-American Development Bank 5pc Loan Stock 2015 (Int'l. Bank & O'ceas. Govt. Sterling Issues).
Norwest Hotels (Hotels & Caterers).
Saatchi & Saatchi 6.5pc Conv. Cum. Red. Pref. (Paper, Printing and Advertising).
Wayne Kerr (Electricals).
Williams Holdings 5pc Cum. Conv. Red. Pref. (Industrials).
berent II

Nationwide Leisure full listing

Nationwide Leisure, the package holiday group and caravan park operator which came to the Unlisted Securities Market just two years ago, has graduated to the main market.

In the Listing Particulars for the introduction of the share, the company is forecasting pre-tax profits of £1.25m for the year ended October 31, 1985 (£543,000), and a dividend of 3.75p (2.5p) per share.

The forecast is the same as that made when the company announced a £1m rights issue in April, it is stated.

TARGET TRUST MANAGERS LIMITED

SCHEME OF AMALGAMATION OF TARGET INVESTMENT TRUST FUND WITH TARGET FINANCIAL FUND
Following adoption of the scheme, Unit-holders in Target Investment Trust Fund have received 0.511888300 of a Unit in Target Financial Fund for each Unit held on 2nd June 1985. Allocation will be made to the nearest thousandth of a Unit. Certificates for the new Units will be despatched on or before 21st June 1985.

LADBROKE INDEX
1,000-1,004 (-5)
Based on FT Index
Tel: 01-427 4411

This advertisement complies with the requirements of the Council of The Stock Exchange

U.S. \$150,000,000



Arab Banking Corporation (B.S.C.)

(Incorporated with limited liability in the State of Bahrain)

Floating Rate Notes Due 2000

The following have agreed to subscribe or procure subscribers for the Notes:

Société Générale
Algemene Bank Nederland N.V.
Banque Bruxelles Lambert S.A.
Citicorp International Bank Limited
Crédit Lyonnais
Gulf International Bank B.S.C.
Libyan Arab Foreign Bank
Morgan Stanley International
The National Bank of Kuwait S.A.K.
Takaful International Bank (Europe) S.A.

Arab Banking Corporation (B.S.C.)
The Arab Investment Company S.A.A.
Burgan Bank S.A.K., Kuwait
Commerzbank Aktiengesellschaft
Genossenschaftliche Zentralbank AG
Shearson Lehman Brothers International
Merrill Lynch Capital Markets
National Bank of Hungary
Nomura International Limited

Application has been made for the Notes, in bearer form in the denomination of U.S. \$10,000 each, constituting the above issue to be admitted to the Official List by the Council of The Stock Exchange, subject only to the issue of the temporary Global Note. Interest will be payable semi-annually in arrears in June and December of each year, the first payment being made on 6th December, 1985.

Listing Particulars have been circulated in the statistical services of Eitel Statistical Services Limited. Copies of the Listing Particulars may be obtained during usual business hours on any weekday (Saturdays and public holidays excepted) from the Company Announcements Office of the Quotations Department of The Stock Exchange, Throgmorton Street, London EC2P 2BT, up to and including 5th June, 1985 or during usual business hours on any weekday (Saturdays and public holidays excepted) at the addresses shown below up to and including 17th June, 1985:—

Strass Turnbull & Co. Limited,
3 Moorgate Place,
London EC2R 6HR

Morgan Guaranty Trust Company
of New York
P.O. Box 161,
Morgan House,
1 Angel Court,
London EC2R 7AE

3rd June, 1985

FINANCIAL TIMES STOCK INDICES

	May 31	May 30	May 29	May 28	May 27	May 26	May 25	1985 High	1985 Low	Since Completion Low
Government 500s	81.36	81.24	81.08	80.87	80.80	80.83	82.00	78.08	127.4	40.0
Fixed Interest	86.06	86.02	85.91	85.84	85.78	85.70	86.10	82.17	150.4	50.0
Ordinary	1002.5	1004.8	999.1	1006.5	1001.0	1010.2	1004.5	928.7	1094.5	49.0
Gold Mines	451.0	451.4	453.0	455.4	477.5	478.8	536.9	439.5	784.7	43.4
FT Aut. All-Share	834.16	834.97	832.96	835.75	834.23	840.34	842.96	561.88	842.96	21.92
FT 100	1212.0	1214.7	1212.0	1217.4	1212.5	1225.3	1242.4	1206.1	1242.4	98.9

This advertisement complies with the requirements of the Council of The Stock Exchange.

U.S. \$100,000,000



Export Development Corporation

(An agent of Her Majesty in right of Canada)

Société pour l'expansion des exportations

(Mandataire de Sa Majesté du chef du Canada)

10% Notes Due July 2, 1990

being the Initial Tranche of a U.S. \$300,000,000 Issue

The following have agreed to subscribe or procure subscribers for the Notes:

Credit Suisse First Boston Limited

Banque Bruxelles Lambert S.A.

Citicorp International Bank Limited

Deutsche Bank Aktiengesellschaft

Swiss Bank Corporation International Limited

Banque Paribas

Daiwa Europe Limited

Salomon Brothers International Limited

Wood Gundy Inc.

Application has been made to the Council of The Stock Exchange for the Notes to be admitted to the Official List.

The Notes will bear interest from 2nd July, 1985 at the rate of 10% per annum payable annually in arrears on 2nd July, the first payment falling due 2nd July, 1986.

Particulars of the Notes and Export Development Corporation have been circulated in the Eitel Statistical Service. Copies of the particulars relating to the Notes may be obtained during usual business hours up to and including 5th June, 1985 from the Company Announcements Office of The Stock Exchange and up to and including 19th June, 1985 from:—

Citibank, N.A.,
336 The Strand,
London, WC2R 1HB

Credit Suisse First Boston Limited,
22 Bishopsgate,
London, EC2N 4BQ
3rd June, 1985

R. Nivison & Co.,
25 Austin Friars,
London, EC2N 2JB

The success of our business is subject to certain laws

Understanding these and other natural and commercial laws is essential for a successful financial group.

Hill Samuel Group recorded its fifth successive year of substantially increased after tax profits, 26 per cent. ahead of 1984.

Survival of the fittest

A large measure of the group's success is based on the balanced expansion of its five main divisions, each among the leaders in its own field of operations. Merchant banking: Investment management services: Pensions and employee benefits: Insurance broking: Shipping services.

Acceleration is proportional to the impressed force

Effective growth must be planned. And resourced. During the year, permanent share and loan capital was increased by £120 million. Year end shareholders' funds were 50 per cent. higher at £224 million.

Energy is related to mass . . . but much more as well

The group's most important asset is its people. We take pride in the teams we have brought together. They operate to the highest professional standards in many different businesses and markets. Together they will continue to meet the changing needs of our customers.

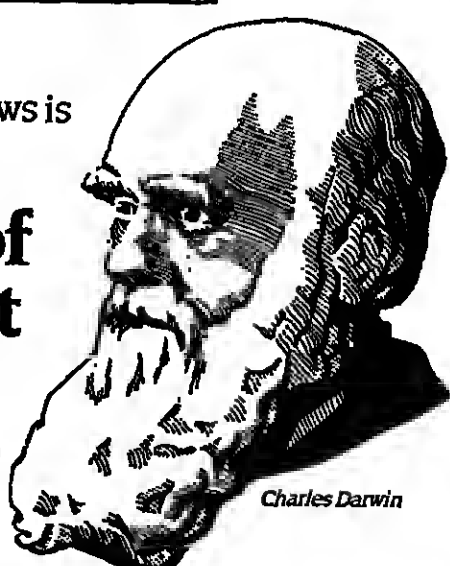
A lot of good can flow from a big bang



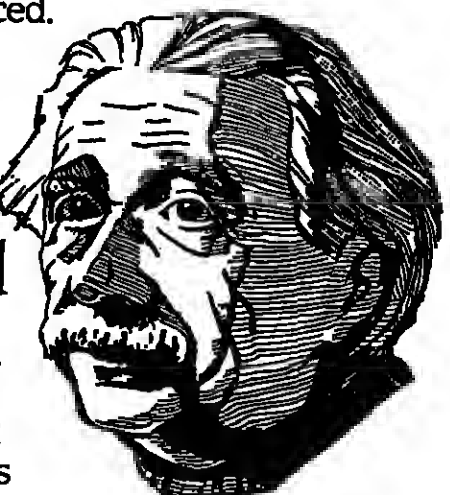
Isaac Newton



Alfred Nobel



Charles Darwin



Albert Einstein

Results for the year ended 31 March	1985	1984	1983	1982	1981
Profits after taxation (£'000)	51,913	25,302	20,106	15,991	11,293
Earnings per share (pence)	37.53	33.70	27.49	22.29	16.04
Dividends per share (pence)	11.55	10.07	8.73	7.67	6.71

Hill Samuel Group

Lambert Brothers · Lowndes Lambert · Noble Lowndes · Wallmen



A copy of our latest Annual Report can be obtained from The Secretary, Hill Samuel Group Plc, 100 Wood Street, London EC2P 2AJ, Tel: 01-628 8011 on or after 10th June 1985.

Closing prices, May 31

Continued on Page 2

WORLD STOCK MARKETS

OVER-THE-COUNTER Nasdaq National Market closing prices[illegible]

Continued on Page 27

AMERICAN STOCK EXCHANGE CLOSING PRICES

[illegible]**CANADA**[illegible]

FRANC

1985		Apr. 31		Price
High	Low			Ft.
1,779	1,590	Emuraut 4% 12/2	1,013	
6,225	7,255	Emuraut 7% 12/2	3,134	
297	257	45.5 Air Liquide	580	
		546 Air Liquide	580	
603	496	BOC	601	
835	501	Bongran	2,005	
3,520	3,520	BNP Paribas	570	
1,600	2,320	BSN Geneva	3,545	
1,215	1,135	BSN London	1,580	
1,425	1,790	Carrefour	2,510	
515	515	Chem. de France	287	
460	470	C. de France	287	
		23.5 Cofime	890	
298.5	2,090	Danone	3,200	
1,283	1,283	Deutsche Bank	1,283	
725	680	Dunlop S.A.	715	
703	595	Eaux (De Gen.)	780	
1,215	1,135	Ed. de France	1,580	
1,150	1,450	Essilor	2,045	
1,150	1,150	Fin. Occidentale	1,150	
134	72.0	Ind. Occidentale	2,045	
533	261	Lafarge-Coppes	305	
23	12.1	Leclercq	27.5	
2,395	1,850	Legrand	2,345	
953.8	125	Michelin	361	
1,980	1,545	Miles S.A.	1,980	
1,070	1,070	Miles S.A.	1,070	
2,700	2,075	Medi-Gas	2,700	
2,038	2,038	Medi-Hemsey	2,038	
115.5	90.3	Medi-Hemsey	90.3	
98.7	72.3	Net Ext.	37	
75	75	Net Ext.	37	
445	445	Pernier	445	
277.9	240.5	Patrolex P.A.	277.9	
569	240	Pengard S.A.	569	
1,490	1,490	Pharm. Ind. S.A.	1,490	
301	319	Radiotech	325	
1,440	1,195	Radoute	1,435	
1,490	1,490	Radoute	1,490	
564	281	Sarling	564	
2,712	2,712	Schneider	2,712	
2,076	9,300	Telmec Elect.	2,670	
590	410	Thomson (CSF)	551	
280.5	214.5	Valis	281	

1985		May 31		Price
High	Low			Ft.
128	100.3	AFG-Ytel	133.7	
1,286	961	Alliez Vain	1,287	
912.8	716.8	BASF	912.8	
360	325	Bayer	360	
360	305.5	Bayer	360	
578	516.2	Bayer-Verl.	578.50	
529	251	BOF	529	
595	55	BW	595	
687.5	687.5	BW	687.5	
199	162.1	Commerzbank	199	
529	529	Commerzbank	529	
825	695.5	Daimler	825	
329	329	Daimler	329	
196	155	Deutsche Bank	196	
595	385.5	Deutsche Bank	595.50	
212.5	212.5	Deutsche Bank	212.50	
172.8	147	OHM	172.8	
580	460	Hochfil	580	
106	87.5	Hochfil	106	
117	97.5	Hochfil	106.4	
487	390	Holzmann (P)	487	
106	103	Norton	106	
611	285	Nord	611	
106	103	Norton	106	
241	241	Karstadt	241	
241	241	Karstadt	241	
270	247	KHD	256	
82.4	70	Kloekner	70.9	
146.3	146.3	Lind	146.3	
161.5	145.5	MAN	145.5	
161.5	145.5	MAN	145.5	
753	509	Mercedes Hld.	753	
1,410	1,052	Mercedes Hld.	1,410	
595.5	216	Prudox	595.5	
1,355	1,025	Prudox	1,352	
254.8	240	Prusaag	276	
170.0	180	Rhein West Elect	166.5	
260	235	Rosenthal	255	
569	569	Scherding	569	
523.5	478.5	Siemens	564.3	
222	214	Siemens	222	
732.5	742	Veritas	732.5	
193.5	165.7	Webb	195.5	
100	122	W.C.W.	100	
529	500	Wetzel-West	520	
246	249	Volkswagen	246	

1985		May 31		Price
High	Low			Kroner.
175.5	134	BergsangeBank	139	
172	135	BergsangeBank	145.5	
171	145	Den Norsk Kredit	145.5	
171	145	Den Norsk Kredit	145.5	
358	302	Norak Data	358.00	
285.5	217.5	Storebrand	289	

1985		May 31		Price
High	Low			Ft.

| AUSTRIA

1985		May 31	Price \$
High	Low		
338	225	Ondi/alak Ptd.	252
338	225	Gessner	252
1,000	225	Leibniz Bank	1,000
323	223	Landesbank	217
300	335	Preussner	288
320	220	Colanien	285
338	243	Vertrüber Wag.	301

BELGIUM/LUXEMBOURG			
1985		May 31	Price Fr.
High	Low		
1,950	1,750	B.L.	1,820
6,500	5,850	Bank Int. A. Lux	6,050
6,500	5,850	Belstat S.A.	6,050
2,700	2,350	Cimont CBR	2,420
8,287	651	Colanien	8,287
8,700	8,350	Delhaize	8,700
8,340	8,700	EBES	8,700
8,870	8,800	Decebrail	8,870
2,320	2,285	Fairbairn Nat.	1,985
2,320	2,285	Genbank	2,285
2,305	2,500	OSL (Belux)	2,010
4,430	3,575	Gewert	3,900
4,430	3,575	Hoboken	3,900
2,305	2,025	Intercom	2,275
2,305	2,025	Intercom	2,275
11,900	9,750	Van Nijck	11,000
7,500	6,170	Petrofin	6,170
6,000	5,000	Probank	5,000
3,420	3,500	Soc. Gen. Sarg.	3,520
1,950	1,615	Soc. Gen. Belg.	1,475
4,400	3,825	Solvay	4,420
4,400	3,825	Solvay	4,420
4,580	3,700	Tractebel Int.	4,200
4,580	3,700	Tractebel Int.	4,200
6,500	4,500	UGB	5,500
3,400	2,005	Wegen Ltd.	2,005

DENMARK			
1985		May 31	Price Krn. %
High	Low		
819	237	Aarslebanhen	297
495	580	Baltic Island	595
500	580	Coopendansk Bank	580
575	480	D. Sildersfor	504
525	500	Danske Bank	504
1,000	1,000	D. Danske Luf	1,000
288	139	East Asiatic	935
1,000	700	Forenede Brygg.	637
194	194	Genbank	194
443	359	QNT Hldg	407
350	340	L.S.S.	486
400	464	Jysk Bank	464
1,695	1,513	Howe Ind.	1,635
392	253	Privatbanken	278
373	360	Probanknat	360
356	217	Smith (F.)	248
400	350	Sparagrand	350
457	695	Superfos	441

SPAIN			
1985		May 31	Price Ptas.
High	Low		
245	506	Bco Bilbao	245
245	506	Bco Bilbao	245
216	800	Bco Exterior	818
177	155	Bco Hispano	156
216	800	Bco Hispano	800
364	347	Bco Santander	363
168.6	164	Dragados	160
109.5	61.5	Indurerra	95.2
9.88	2.08	Comcasto	2.18
135.7	94.5	Teleonica	191

AUSTRALIA			
1985		May 31	Price Aus. \$
High	Low		
3.63	4.25	ANZ Group	4.10
2.11	1.05	Alliance Oil Dev.	1.50
2.11	1.05	Alliance Oil Dev.	1.50
1.06	0.75	Ashtron	1.01
9.5	1.98	Aust. Cons. Ind.	2.48
9.5	1.98	Aust. Cons. Ind.	2.48
2.0	2.42	Aust. Nat. Incs.	2.92
2.0	2.42	Aust. Nat. Incs.	2.92
7.28	2.47	APM	2.74
7.0	4.26	Sell Res.	7.20
9.88	3.15	Boral	5.28
2.49	1.51	Bouguenville	2.13
4.08	4.48	Grambles Ind.	3.75
4.08	4.48	Grambles Ind.	3.75
6.64	4.23	B.N. Prop.	6.24
7.4	4.28	CRA	6.50
9.88	2.58	CSB	2.78
5.5	4.28	Comballmen Tys	3.88
4.16	5.70	Coles (Cof.)	3.70
4.16	5.70	Coles (Cof.)	3.70
0.46	0.40	Consolidated Pst	0.40
1.6	1.28	Costeau Aust	1.7
2.35	1.98	Dunlop Olympic	2.28
8.63	2.93	Elcra Idg	2.95
8.63	2.93	Elcra Idg	2.95

JAPAN

[illegible]

11

WORLD VALUE OF THE POUND
every Tuesday in the Financial Times

**Get your News
early
in Frankfurt**



Sie erhalten die
Financial Times im
Abonnement durch
Boten zugestellt.

Näheres erfahren Sie von
**Financial Times
Europe Ltd.
Guillotstraße 54
6000 Frankfurt/Main 1**
Telefon 069/75 98-0.
Telex 4 16 193

WORLD STOCK MARKETS

OVER-THE-COUNTER

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Continued from Page 26

Indices

NEW YORK DOW JONES

May 31 1985

May 30 1985

May 29 1985

May 28 1985

May 27 1985

May 26 1985

May 25 1985

May 24 1985

May 23 1985

May 22 1985

May 21 1985

May 20 1985

May 19 1985

May 18 1985

May 17 1985

May 16 1985

May 15 1985

May 14 1985

May 13 1985

May 12 1985

May 11 1985

May 10 1985

May 9 1985

May 8 1985

May 7 1985

May 6 1985

May 5 1985

May 4 1985

May 3 1985

May 2 1985

May 1 1985

April 30 1985

April 29 1985

April 28 1985

April 27 1985

April 26 1985

April 25 1985

April 24 1985

April 23 1985

April 22 1985

April 21 1985

April 20 1985

April 19 1985

April 18 1985

April 17 1985

April 16 1985

April 15 1985

April 14 1985

April 13 1985

April 12 1985

NEW YORK DOW JONES

May 31 1985

May 30 1985

May 29 1985

May 28 1985

May 27 1985

May 26 1985

May 25 1985

May 24 1985

May 23 1985

May 22 1985

May 21 1985

May 20 1985

May 19 1985

May 18 1985

May 17 1985

May 16 1985

May 15 1985

May 14 1985

May 13 1985

May 12 1985

May 11 1985

May 10 1985

May 9 1985

May 8 1985

May 7 1985

May 6 1985

May 5 1985

May 4 1985

May 3 1985

May 2 1985

May 1 1985

April 30 1985

April 29 1985

April 28 1985

April 27 1985

April 26 1985

April 25 1985

April 24 1985

April 23 1985

April 22 1985

April 21 1985

April 20 1985

April 19 1985

April 18 1985

April 17 1985

April 16 1985

April 15 1985

April 14 1985

April 13 1985

April 12 1985

TWA to and through the USA

Drive a free car in America.

Holiday in the US with a TWA Fly/Drive this year and get an Avis rental car FREE for one week* Two adults flying TWA transatlantic midweek qualify in California and Florida. Other states, three. Taxes

and fuel extra; reduced insurance rates available. FREE US Travel Planner containing thousands of places to stay. Ask your TWA Main Agent for brochure.

*Operated in association with Travellers International.

Leading the way to the USA

TWA



Manufacturers Life Insurance Co (UK)		Property Equity & Life Ass. Co.	
St George's Way, Stevenage.		Barton Ave, Southampton.	
Managed	100.0	8 Life Pres. Bond	77.0
Property	100.0	1st Man. Cr. Bd. Fd	100.0
Equity	100.0	1st Nat. Cr. Bd. Fd	11.0
Govt. Bonds	100.0	1st Nat. Cr. Bd. Fd	11.0

UNIT TRUST MANAGERS (a) (b) (c) (d) (e) (f) (g) (h) (i) (j) (k) (l) (m) (n) (o) (p) (q) (r) (s) (t) (u) (v) (w) (x) (y) (z)										INSURANCES										PROPERTY & CASUALTY INSURANCE CO. (UK)										PROPERTY & CASUALTY INSURANCE CO. (UK)									
Unit Trust Managers (a) (b) (c) (d) (e) (f) (g) (h) (i) (j) (k) (l) (m) (n) (o) (p) (q) (r) (s) (t) (u) (v) (w) (x) (y) (z) AA Friendly Society 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157, 158, 159, 160, 161, 162, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 194, 195, 196, 197, 198, 199, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, 217, 218, 219, 220, 221, 222, 223, 224, 225, 226, 227, 228, 229, 230, 231, 232, 233, 234, 235, 236, 237, 238, 239, 240, 241, 242, 243, 244, 245, 246, 247, 248, 249, 250, 251, 252, 253, 254, 255, 256, 257, 258, 259, 260, 261, 262, 263, 264, 265, 266, 267, 268, 269, 270, 271, 272, 273, 274, 275, 276, 277, 278, 279, 280, 281, 282, 283, 284, 285, 286, 287, 288, 289, 290, 291, 292, 293, 294, 295, 296, 297, 298, 299, 300, 301, 302, 303, 304, 305, 306, 307, 308, 309, 310, 311, 312, 313, 314, 315, 316, 317, 318, 319, 320, 321, 322, 323, 324, 325, 326, 327, 328, 329, 330, 331, 332, 333, 334, 335, 336, 337, 338, 339, 340, 341, 342, 343, 344, 345, 346, 347, 348, 349, 350, 351, 352, 353, 354, 355, 356, 357, 358, 359, 360, 361, 362, 363, 364, 365, 366, 367, 368, 369, 370, 371, 372, 373, 374, 375, 376, 377, 378, 379, 380, 381, 382, 383, 384, 385, 386, 387, 388, 389, 390, 391, 392, 393, 394, 395, 396, 397, 398, 399, 400, 401, 402, 403, 404, 405, 406, 407, 408, 409, 410, 411, 412, 413, 414, 415, 416, 417, 418, 419, 420, 421, 422, 423, 424, 425, 426, 427, 428, 429, 430, 431, 432, 433, 434, 435, 436, 437, 438, 439, 440, 441, 442, 443, 444, 445, 446, 447, 448, 449, 450, 451, 452, 453, 454, 455, 456, 457, 458, 459, 460, 461, 462, 463, 464, 465, 466, 467, 468, 469, 470, 471, 472, 473, 474, 475, 476, 477, 478, 479, 480, 481, 482, 483, 484, 485, 486, 487, 488, 489, 490, 491, 492, 493, 494, 495, 496, 497, 498, 499, 500, 501, 502, 503, 504, 505, 506, 507, 508, 509, 510, 511, 512, 513, 514, 515, 516, 517, 518, 519, 520, 521, 522, 523, 524, 525, 526, 527, 528, 529, 530, 531, 532, 533, 534, 535, 536, 537, 538, 539, 540, 541, 542, 543, 544, 545, 546, 547, 548, 549, 550, 551, 552, 553, 554, 555, 556, 557, 558, 559, 560, 561, 562, 563, 564, 565, 566, 567, 568, 569, 570, 571, 572, 573, 574, 575, 576, 577, 578, 579, 580, 581, 582, 583, 584, 585, 586, 587, 588, 589, 590, 591, 592, 593, 594, 595, 596, 597, 598, 599, 600, 601, 602, 603, 604, 605, 606, 607, 608, 609, 610, 611, 612, 613, 614, 615, 616, 617, 618, 619, 620, 621, 622, 623, 624, 625, 626, 627, 628, 629, 630, 631, 632, 633, 634, 635, 636, 637, 638, 639, 640, 641, 642, 643, 644, 645, 646, 647, 648, 649, 650, 651, 652, 653, 654, 655, 656, 657, 658, 659, 660, 661, 662, 663, 664, 665, 666, 667, 668, 669, 670, 671, 672, 673, 674, 675, 676, 677, 678, 679, 680, 681, 682, 683, 684, 685, 686, 687, 688, 689, 690, 691, 692, 693, 694, 695, 696, 697, 698, 699, 700, 701, 702, 703, 704, 705, 706, 707, 708, 709, 710, 711, 712, 713, 714, 715, 716, 717, 718, 719, 720, 721, 722, 723, 724, 725, 726, 727, 728, 729, 730, 731, 732, 733, 734, 735, 736, 737, 738, 739, 740, 741, 742, 743, 744, 745, 746, 747, 748, 749, 750, 751, 752, 753, 754, 755, 756, 757, 758, 759, 760, 761, 762, 763, 764, 765, 766, 767, 768, 769, 770, 771, 772, 773, 774, 775, 776, 777, 778, 779, 780, 781, 782, 783, 784, 785, 786, 787, 788, 789, 790, 791, 792, 793, 794, 795, 796, 797, 798, 799, 800, 801, 802, 803, 804, 805, 806, 807, 808, 809, 810, 811, 812, 813, 814, 815, 816, 817, 818, 819, 820, 821, 822, 823, 824, 825, 826, 827, 828, 829, 830, 831, 832, 833, 834, 835, 836, 837, 838, 839, 840, 841, 842, 843, 844, 845, 846, 847, 848, 849, 850, 851, 852, 853, 854, 855, 856, 857, 858, 859, 860, 861, 862, 863, 864, 865, 866, 867, 868, 869, 870, 871, 872, 873, 874, 875, 876, 877, 878, 879, 880, 881, 882, 883, 884, 885, 886, 887, 888, 889, 890, 891, 892, 893, 894, 895, 896, 897, 898, 899, 900, 901, 902, 903, 904, 905, 906, 907, 908, 909, 910, 911, 912, 913, 914, 915, 916, 917, 918, 919, 920, 921, 922, 923, 924, 925, 926, 927, 928, 929, 930, 931, 932, 933, 934, 935, 936, 937, 938, 939, 940, 941, 942, 943, 944, 945, 946, 947, 948, 949, 950, 951, 952, 953, 954, 955, 956, 957, 958, 959, 960, 961, 962, 963, 964, 965, 966, 967, 968, 969, 970, 971, 972, 973, 974, 975, 976, 977, 978, 979, 980, 981, 982, 983, 984, 985, 986, 987, 988, 989, 990, 991, 992, 993, 994, 995, 996, 997, 998, 999, 1000, 1001, 1002, 1003, 1004, 1005, 1006, 1007, 1008, 1009, 1010, 1011, 1012, 1013, 1014, 1015, 1016, 1017, 1018, 1019, 1020, 1021, 1022, 1023, 1024, 1025, 1026, 1027, 1028, 1029, 1030, 1031, 1032, 1033, 1034, 1035, 1036, 1037, 1038, 1039, 1040, 1041, 1042, 1043, 1044, 1045, 1046, 1047, 1048, 1049, 1050, 1051, 1052, 1053, 1054, 1055, 1056, 1057, 1058, 1059, 1060, 1061, 1062, 1063, 1064, 1065, 1066, 1067, 1068, 1069, 1070, 1071, 1072, 1073, 1074, 1075, 1076, 1077, 1078, 1079, 1080, 1081, 1082, 1083, 1084, 1085, 1086, 1087, 1088, 1089, 1090, 1091, 1092, 1093, 1094, 1095, 1096, 1097, 1098, 1099, 1100, 1101, 1102, 1103, 1104, 1105, 1106, 1107, 1108, 1109, 1110, 1111, 1112, 1113, 1114, 1115, 1116, 1117, 1118, 1119, 1120, 1121, 1122, 1123, 1124, 1125, 1126, 1127, 1128, 1129, 1130, 1131, 1132, 1133, 1134, 1135, 1136, 1137, 1138, 1139, 1140, 1141, 1142, 1143, 1144, 1145, 1146, 1147, 1148, 1149, 1150, 1151, 1152, 1153, 1154, 1155, 1156, 1157, 1158, 1159, 1160, 1161, 1162, 1163, 1164, 1165, 1166, 1167, 1168, 1169, 1170, 1171, 1172, 1173, 1174, 1175, 1176, 1177, 1178, 1179, 1180, 1181, 1182, 1183, 1184, 1185, 1186, 1187, 1188, 1189, 1190, 1191, 1192, 1193, 1194, 1195, 1196, 1197, 1198, 1199, 1200, 1201, 1202, 1203, 1204, 1205, 1206, 1207, 1208, 1209, 1210, 1211, 1212, 1213, 1214, 1215, 1216, 1217, 1218, 1219, 1220, 1221, 1222, 1223, 1224, 1225, 1226, 1227, 1228, 1229, 1230, 1231, 1232, 1233, 1234, 1235, 1236, 1237, 1238, 1239, 1240, 1241, 1242, 1243, 1244, 1245, 1246, 1247, 1248, 1249, 1250, 1251, 1252, 1253, 1254, 1255, 1256, 1257, 1258, 1259, 1260, 1261, 1262, 1263, 1264, 1265, 1266, 1267, 1268, 1269, 1270, 1271, 1272, 1273, 1274, 1275, 1276, 1277, 1278, 1279, 1280, 1281, 1282, 1283, 1284, 1285, 1286, 1287, 1288, 1289, 1290, 1291, 1292, 1293, 1294, 1295, 1296, 1297, 1298, 1299, 1300, 1301, 1302, 1303, 1304, 1305, 1306, 1307, 1308, 1309, 1310, 1311, 1312, 1313, 1314, 1315, 1316, 1317, 1318, 1319, 1320, 1321, 1322, 1323, 1324, 1325, 1326, 1327, 1328, 1329, 1330, 1331, 1332, 1333, 1334, 1335, 1336, 1337, 1338, 1339, 1340, 1341, 1342, 1343, 1344, 1345, 1346, 1347, 1348, 1349, 1350, 1351, 1352, 1353, 1354, 1355, 1356, 1357, 1358, 1359, 1360, 1361, 1362, 1363, 1364, 1365, 1366, 1367, 1368, 1369, 1370, 1371, 1372, 1373, 1374, 1375, 1376, 1377, 1378, 1379, 1380, 1381, 1382, 1383, 1384, 1385, 1386, 1387, 1388, 1389, 1390, 1391, 1392, 1393, 1394, 1395, 1396, 1397, 1398, 1399, 1400, 1401, 1402, 1403, 1404, 1405, 1406, 1407, 1408, 1409, 1410, 1411, 1412, 1413, 1414, 1415, 1416, 1417, 1418, 1419, 1420, 1421, 1422, 1423, 1424, 1425, 1426, 1427, 1428, 1429, 1430, 1431, 1432, 1433, 1434, 1435, 1436, 1437, 1438, 1439, 1440, 1441, 1442, 1443, 1444, 1445, 1446, 1447, 1448, 1449, 1450, 1451, 1452, 1453, 1454, 1455, 1456, 1457, 1458, 1459, 1460, 1461, 1462, 1463, 1464, 1465, 1466, 1467, 1468, 1469, 1470, 1471, 1472, 1473, 1474, 1475, 1476, 1477, 1478, 1479, 1480, 1481, 1482, 1483, 1484, 1485, 1486, 1487, 1488, 1489, 1490, 1491, 1492, 1493, 1494, 1495, 1496, 1497, 1498, 1499, 1500, 1501, 1502, 1503, 1504, 1505, 1506, 1507, 1508, 1509, 1510, 1511, 1512, 1513, 1514, 1515, 1516, 1517, 1518, 1519, 1520, 1521, 1522, 1523, 1524, 1525, 1526, 1527, 1528, 1529, 1530, 1531, 1532, 1533, 1534, 1535, 1536, 1537, 1538, 1539, 1540, 1541, 1542, 1543, 1544, 1545, 1546, 1547, 1548, 1549, 1550, 1551, 1552, 1553, 1554, 1555, 1556, 1557, 1558, 1559, 1560, 1561, 1562, 1563, 1564, 1565, 1566, 1567, 1568, 1569, 1570, 1571, 1572, 1573, 1574, 1575, 1576, 1577, 1578, 1579, 1580, 1581, 1582, 1583, 1584, 1585, 1586, 1587, 1588, 1589, 1590, 1591, 1592, 1593, 1594, 1595, 1596, 1597, 1598, 1599, 1600, 1601, 1602, 1603, 1604, 1605, 1606, 1607, 1608, 1609, 1610, 1611, 1612, 1613, 1614, 1615, 1616, 1617, 1618, 1619, 1620, 1621, 1622, 1623, 1624, 1625, 1626, 1627, 1628, 1629, 1630, 1631, 1632, 1633, 1634, 1635, 1636, 1637, 1638, 1639, 1640, 1641, 1642, 1643, 1644, 1645, 1646, 1647, 1648, 1649, 1650, 1651, 1652, 1653, 1654, 1655, 1656, 1657, 1658, 1659, 1660, 1661, 1662, 1663, 1664, 1665, 1666, 1667, 1668, 1669, 1670, 1671, 1672, 1673, 1674, 1675, 1676, 1677, 1678, 1679, 1680, 1681, 1682, 1683, 1684, 1685, 1686, 1687, 1688, 1689, 1690, 1691, 1692, 1693, 1694, 1695, 1696, 1697, 1698, 1699, 1700, 1701, 1702, 1703, 1704, 1705, 1706, 1707, 1708, 1709, 1710, 1711, 1712, 1713, 1714, 1715, 1716, 1717, 1718, 1719, 1720, 1721, 1722, 1723, 1724, 1725, 1726, 1727, 1728, 1729, 1730, 1731, 1732, 1733, 1734, 1735, 1736, 1737, 1738, 1739, 1740, 1741, 1742, 1743, 1744, 1745, 1746, 1747, 1748, 1749, 1750, 1751, 1752, 1753, 1754, 1755, 1756, 1757, 1758, 1759, 1760, 1761, 1762, 1763, 1764, 1765, 1766, 1767, 1768, 1769, 1770, 1771, 1772, 1773, 1774, 1775, 1776, 1777, 1778, 1779, 1780, 1781, 1782, 1783, 1784, 1785, 1786, 1787, 1788, 1789, 1790, 1791, 1792, 1793, 1794, 1795, 1796, 1797, 1798, 1799, 1800, 1801, 1802, 1803, 1804, 1805, 1806, 1807, 1808, 1809, 1810, 1811, 1812, 1813, 1814, 1815, 1816, 1817, 1818, 1819, 1820, 1821, 1822, 1823, 1824, 1825, 1826, 1827, 1828, 1829, 1830, 1831, 1832, 1833, 1834, 1835, 1836, 1837, 1838, 1839, 1840, 1841, 1842, 1843, 1844, 1845, 1846, 1847, 1848, 1849, 1850, 1851, 1852, 1853, 1854, 1855, 1856, 1857, 1858, 1859, 1860, 1861, 1862, 1863, 1864, 1865, 1866, 1867, 1868, 1869, 1870, 1871, 1872, 1873, 1874, 1875, 1876, 1877, 1878, 1879, 1880, 1881, 1882, 1883, 1884, 1885, 1886, 1887, 1888, 1889, 1890, 1891, 1892, 1893, 1894, 1895, 1896, 1897, 1898, 1899, 1900, 1901, 1902, 1903, 1904, 1905, 1906, 1907, 1908, 1909, 1910, 1911, 1912, 1913, 1914, 1915, 1916, 1917, 1918, 1919, 1920, 1921, 1922, 1923, 1924, 1925, 1926, 1927, 1928, 1929, 1930, 1931, 1932, 1933, 1934, 1935, 1936, 1937, 1938, 1939, 1940, 1941, 1942, 1943, 1944, 1945, 1946, 1947, 1948, 1949, 1950, 1951, 1952, 1953, 1954, 1955, 1956, 1957, 1958, 1959, 1960, 1961, 1962, 1963, 1964, 1965, 1966, 1967, 1968, 1969, 1970, 1971, 1972, 1973, 1974, 1975, 1976, 1977, 1978, 1979, 1980, 1981, 1982, 1983, 1984, 1985, 1986, 1987, 1988, 1989, 1990, 1991, 1992, 1993, 1994, 1995, 1996, 1997, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 2145, 2146, 2147, 2148, 2149, 2150, 2151, 2152, 2153, 2154, 2155, 2156, 2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 2166, 2167, 2168, 2169, 2170, 2171, 2172, 2173, 2174, 2175, 2176, 2177, 2178, 2179, 2180, 2181, 2182, 2183, 2184, 2185, 2186, 2187, 2188, 2189, 2190, 2191, 2192, 2193, 2194, 2195, 2196, 2197, 2198, 2199, 2200, 2201, 2202, 2203, 2204, 2																																							

INDUSTRIALS—Continued[illegible]

FINANCIAL TIMES SURVEY

Springboard
for growthBy JOHN ELLIOTT
South Asia Correspondent

IN THE past year India has been hit with two major shocks which are changing the course of its history.

The first, from which it has yet to recover, involved a series of violent and traumatic events starting a year ago this week (June 3) when Mrs Indira Gandhi, Prime Minister, ordered the Indian Army into the Sikhs' Golden Temple at Amritsar. Five months later she was slain by two Sikh bodyguards. Subsequently nearly 3,000 Sikhs were slaughtered by Hindus in vengeful riots.

The second shock has been administered by Mr Rajiv Gandhi, who became Prime Minister of this strong but troubled country the day his mother died. With the vigour of a 40-year-old he is providing India with the springboard it has been needing for years to launch an economic and industrial lift-off, despite being constantly distracted by the Punjab crises that killed Mrs Gandhi.

In his first seven months as Prime Minister he has tried to eject the country from the inertia, lethargy and corruption which has bogged it down. He has won the enthusiasm of young industrialists, top civil servants and some politicians, and he has started to cut through the self-serving and corrupt bureaucracy that is one of India's worst blights.

Now he is starting on his first major foreign tour, after a significant six-day visit to Russia last month, and is visiting a series of countries including the U.S. and France. He is making his mark on the world scene as the Prime Minister of a country of over 700m people—a country which needs more financial and technological help from developed countries but which is too proud, and too determined to be independent and non-aligned to bow to foreign pressures, either from countries like the U.S. or from large multinational banks or industrial companies.

"Self reliance, not antarchy" is Mr Gandhi's description of the way he is prepared to soften principles of overall self-sufficiency and technological sovereignty in order to allow

tax changes that have helped the upper middle classes, but hit the poor with sharp price rises. He has been speaking too bluntly about boosting the private sector and productivity, admitting foreign technology, allowing loss-making companies to die, and taking a tough line with the inefficient job-protecting public sector.

That has now been corrected with suitable political speeches and the partial political rehabilitation of Mr Pranab Mukherjee (former Finance Minister, and close aide of Mrs Gandhi), who was summarily dropped by Mr Gandhi from ministerial office.

Socialism was stressed at a recent key meeting of the Gandhi's ruling Congress I Party. Socialism in India is not intended to mean bureaucratic centralism or widespread nationalisations, but egalitarianism. It is a translation of the Hindi word *samajwad* which means equal. So socialism is a policy to bridge the widening gaps between the rich and poor which help cause a lot of communal tensions.

But there are worries in industry, about whether Mr Gandhi's political balancing speeches will be taken as signals by middle and junior

civil servants and others that nothing really has to change and that the shock of Mr Gandhi's tough beginning will fade away.

Industrial policy reforms are, however, continuing to be announced as they are finalised, liberalising industries and large companies from many restrictions. A new five-year fiscal policy is due within a few months, after the country's new five-year plan for 1985-90 has been announced.

"I don't believe Indian society has the strength to withstand the rigours of competition, which in the raw sense means that some industries will go to the wall and jobs will be lost," says Dr Freddie Mehta, a noted economic commentator and a director of the large Tata Industrial Group.

"The political problem is quite acute — with our size of population, we cannot be obli-

vious to that. No policy-maker in India can give up the employment angle," says Mr Vishwanath Pratap Singh, Finance and Commerce Minister who is now involved in framing industrial policies. The aim is to allow loss-makers to die and take a tough line with over-employment in the public sector, while finding fresh employment for people affected.

be sold, irrespective of quality or prices, the pinnacle of industrial achievement, until now, has been to win industrial approvals from bureaucrats and to lay down reputation-building money-spinning assets.

Mr Gandhi is trying to change that by freeing industrialists from many controls so that they can react to market pressures meeting rapidly growing consumer demands and producing goods that are internationally competitive. This requires increased imports of high technology and of raw materials and intermediate goods.

The country's economy is sound at present with 4 per cent industrial growth and inflation comfortably below double figures, but industry needs to

be sold, irrespective of quality or prices, the pinnacle of industrial achievement, until now, has been to win industrial approvals from bureaucrats and to lay down reputation-building money-spinning assets.

The country's economy is sound at present with 4 per cent industrial growth and inflation comfortably below double figures, but industry needs to

In a country where perennial shortages have meant that almost any consumer item can

CONTENTS

Political scene	2
Foreign policy	3
Defence issues	4
Nuclear power	4
The economic scene	5
Banking and finance	6, 7
Business profits	8
Trade and industry	9, 10
The private sector	10
Industrial sectors	11, 12, 13
The war on corruption	14
Population	14

● This survey was written by John Elliott, South Asia Correspondent, based in New Delhi; with Alain Cass Asian Editor; D. P. Kumar, New Delhi; Philip Stephens; Dina Thomson; R. C. Murthy, Bombay; and P. C. Mahanti, Calcutta.

● Pictures by Leonard Burt.

CONTINUED ON
PAGE 3India will enter the 21st century
in the 21st century.

And steering the country towards it with confidence and determination
is the young and dynamic Prime Minister Shri Rajiv Gandhi.

And rightly enough, the accent is on self-reliance. And its extent is wide. Building a new India that can enter the new century and feel at home. On all fronts.

And the Indian enterprise is quite responsive too. One modest instance is Reliance: A Company that takes 'growth' seriously. And making it a way of life convincingly. The growth of a modest textile company into a healthy, professional industrial conglomerate in less than a decade.

Today, the pace at Reliance is relentless. With massive diversification into Petro-Chemicals, Plastics and allied areas to contribute to the country's self-sufficiency in vital fields, Reliance reflects India's new determination: to be strong and self-reliant.

Reliance

Textile Industries Limited

Maker Chambers IV, Nariman Point, Bombay 400 021, India.

WHERE GROWTH IS A WAY OF LIFE.

INDIA 2

Serious elections setbacks in South India

Sombre warning for Congress

WHEN Mr Rajiv Gandhi was swept to power after his mother was assassinated, his ruling Congress (I) party captured a record number of seats in the Lok Sabha, the lower house of Parliament.

Last December's general election gave Congress (I) more than 400 seats in the 542-member Parliament. A wave of sympathy, his own fresh, clean image and, above all else, India's desire to appear united in the face of crisis gave the third Nehru the biggest majority in India's modern political history.

Mr Gandhi and a euphoric Congress (I), demoralised after years of being reduced to relative insignificance by a leader who arrogated all significant powers to himself, hoped to repeat the magic in March when India went to the polls again, this time to elect state assemblies.

It was not to be. Although Congress (I) strengthened its hold in a number of states in the Hindi belt of the north, its traditional stronghold, the party suffered a serious setback in a number of other states, notably in the south of the country.

Andhra Pradesh voted for the ageing film star, Mr N. T. Rama Rao, whom Mr Gandhi tried to topple last year. Congress also lost Karnataka, Tamil Nadu, West Bengal, Sikkim and Tripura. It came within a whisker of being beaten in the wealthy and immensely important state of Maharashtra.

Setbacks

Mr Gandhi's party also suffered setbacks at the by-elections to three Lok Sabha and 26 Assembly seats contested in early May. Over 5m voters, spread over 10 states, delivered a sombre warning to the Congress. The ruling party won only seven of the assembly seats and lost two parliamentary seats, one in Uttar Pradesh, Congress heartland and home state of Mr Gandhi, the Prime Minister.

The view that the shine was beginning to wear off Mr Gandhi's December victory was reinforced when the right-wing extremist Hindu party, the Shiv Sena, captured Bombay Municipal Corporation in May.

Whether the state assembly elections signalled that Congress (I) was back on its downward path as a party of receding national stature which could only count on winning the states of the Gangetic plain is too early to say.

What is clear, however, is

The political scene

ALAIN CASS

that Mr Gandhi's historic victory in December was a vote for unity not for Congress (I). It did not revolutionise the face of Indian politics by its mere occurrence.

What is equally clear is that if Mr Gandhi is to halt the underlying deterioration of his party's position and consolidate his hold on power he will have to address himself to the central political problem of his generation: the fractious relationship between New Delhi, the capital, and India's 22 states.

Tackling individual problems such as the Punjab or the violence in Gujarat over the question of job reservation for backward castes is one thing. Developing a coherent policy which devolves sufficient power to the states without endangering national unity is another.

The theme of centre-state relations has all but dominated the dialogue between the political parties since the Emergency in 1975. The two-year clampdown by Mrs Indira Gandhi, when all parties were banned, was the most spectacular example of New Delhi's exercise of monopoly power.

The two issues which lie at the core of the problem are the question of financial allocations to the states by the centre in a country where the gap between rich and poor is the most volatile, single factor and the central government's increasing habit to undermine or topple unfriendly state governments.

The perception has grown in the "rim-lands" of India—West Bengal to Kerala and Mahara-

ashtra to Tamil Nadu—that New Delhi has made a policy of discriminating for or against state governments it favoured, or wanted to get rid of, by granting or withholding funds. This alleged economic favouritism lies at the core of many of strained centre-state relations.

This feeling that the centre has been increasingly insensitive to the economic and political aspirations of the regions has led both to the rise of regional parties as well as to the encouragement of extremism such as the secessionist movements of Punjab and Assam. These fissiparous tendencies have been reinforced by the virtual absence of credible national opposition to Congress (I) since Mrs Gandhi was returned to power in 1980.

It would be a mistake to represent the rise of these regional parties as a threat to India's integrity. There are those who argue, with some force, that the phenomenon is merely part of a maturing process. Nevertheless, the rise and what is more important, the survival of such diverse parties as the DMK in Tamil Nadu, the Telugu Desam in Andhra Pradesh, the National Conference in Kashmir and the Akali Dal in Punjab represent a major challenge to Mr Gandhi's statesmanship.

New broom

Mr Gandhi has made a start by taking a new broom to his own party in an effort to freshen up its tarnished image. For the national elections about 200 out of 500 contesting candidates were replaced. In the assembly elections in March Mr Gandhi proved even more ruthless. Over 1,000 candidates were told to stand down and he replaced by others. This was out of a total of 2,500 Congress (I) candidates or over one-third of the parliamentary party at state level.

Says Mr Srikanth Varma, one of Mr Gandhi's tough new breed of Party Secretaries: "We are determined to revamp the party. We have started getting rid of those who are corrupt, inefficient or incompetent. Our emphasis now is on youth and women. The process will continue. If people don't do a good job, we'll drop them."

Although close observers of

Congress (I) have seen one or two old faces sneak back into the party lists, most people are giving the Prime Minister credit for tackling a problem which had been left to fester for years.

Shortly after he came to office, Mr Gandhi also guided through parliament a Bill prohibiting defections by MPs from one party to another. This had reached farcical levels in some states where MPs were known to cross the floor several times in a sitting for money or patronage.

Mr Gandhi is taking other steps to give Indian politics a new look. He is proposing a measure to allow industry to contribute legally to political parties. This would have the effect of reducing the flood of black market money passed to politicians under the counter by companies for the vote-buying money which is almost entirely unaccounted for. He is also actively restructuring the Congress Party's youth wing.

Mr Gandhi will face a number of crucial tests in the next few months which will give him a chance to demonstrate whether he is able to stand by his election pledge to give India a new look. Gujarat, where a Congress (I) Chief Minister overplayed his hand after a landslide election victory, provoking serious communal violence. Punjab, where the systematic weakening of the moderate Sikh leadership, the Akali Dal, has been an important contributing factor to the instability. Kashmir, where an incumbent administration appears increasingly besieged and where an election would probably oust Congress (I) and return the National Conference.

Mr Gandhi's supporters say he is determined to bring about real change and say he has begun the process. Even some of his opponents, such as the charismatic Mr A. B. Vajpayee, leader of the opposition Bharatiya Janata Party (BJP), give him some credit. "He has made a good start, I believe he is sincere," says Mr Vajpayee although he adds: "He has begun to falter recently."

Mr Gandhi's critics say that, while it is clear thinking in some areas, he is too easily influenced by those close to him and has merely replaced his mother's kitchen cabinet with his own. The truth may be somewhere in between. Mr Gandhi will certainly have plenty of opportunities to prove his commitments to change.



Mr Rajiv Gandhi, above, is faced with the need to halt the underlying deterioration of his party's position and to consolidate his hold on power.

On broad social levels, Mr Gandhi has held plans for reforms in India's educational system which he considers essential to propel the nation to its proper place in the 21st century. Above, right, is a view of an apprentice training school, where students work at lathe, form-fitting and chiselling. The Government has made a major increase in the funds allotted to education—the projected increase in the budget for 1985-86 has been increased from Rs 4.13bn to Rs 5.04bn.

Pictured right are drummers and minstrels who led 5,000 Sikhs from the Golden Temple recently, in a parade to celebrate the festival of Vaisakhi. Mounted police and troops with machine guns kept watch during the celebrations.

The Punjab: no simple solution to sectarian conflict problem

REVOLTS by India's strong regional forces against the centre are nothing new. They do not necessarily threaten India's unity, as foreign-born leaders often claim for their convenience, but they are none the less serious for that.

Mrs Indira Gandhi was faced with a rising tide of regional opposition. Assam and the north-east, Kashmir and the increasingly powerful political forces in India's southern states of Andhra Pradesh, Tamil Nadu and Karnataka.

Each had an entirely different cause, and yet all erupted in violence. But they had one common factor: resistance to strong, central authority.

By far the greatest challenge to that authority, however, is the most recent of India's regions in revolt: Punjab. Despite the present Government's firm intention to find a political solution to the problem, the situation has all the signs of an in-

tractable sectarian conflict in which the extremists are, for the present, in control.

The problem is magnified because Punjab is India's richest state and it sits awkwardly on the country's border with Pakistan, inviting Indian accusations of foreign interference.

The situation, following Mr Gandhi's decision to storm the Golden Temple in Amritsar last year, followed by her own assassination, and the unrest which followed, appeared to be taking a turn for the better in the first week of May.

Militants

Mr Gandhi's urgent efforts to defuse the crisis and his willingness to make concessions to the Sikh community in an effort to shore up the flagging support for the moderate Sikh political party the Akali Dal, appeared to be paying off.

Then came the wave of bombings on May 10 in and around New Delhi in which 25 people died. This closely followed a move

by 30-year-old Joginder Singh, father of Sant Jarnail Bhindranvale, leader of the militants, inside the Golden Temple when it was stormed by Indian troops last June, to form a "new" Akali Dal. Referred to as "sardardar" to Indian troops at the Golden Temple and increasingly isolated as the radicals gained the upper hand in Punjab, Sant Harmandir Singh Longowal, the leader of the moderate Akali Dal, resigned. This brought out into the open the deep split between the hawks and the doves in the Sikh community.

Hopes for a solution based on the five points originally demanded by the Akali Dal, which included a transfer of Chandigarh as capital of Punjab, were dashed. Even a decision by Mr Gandhi to appoint a commission to look into the slaughter of Sikhs in Delhi after his mother's killing failed to blunt growing demands for full-blown autonomy for Punjab.

Although Longowal remains in force with considerable support among moderate Sikhs, the chances of a quick settlement are slim.

Strong measures to combat violence

MR RAJIV GANDHI, India's new Prime Minister, has decided to tackle one of India's most deeply-rooted problems with all the enthusiasm of youth.

The problem—communal violence which results from India's divisive caste system—was thrust upon him when a political ploy, aimed at securing more votes for his ruling Congress (I) Party in the state of Gujarat, backfired badly.

The trouble in Gujarat flared when the incumbent state administration announced that it would increase the number of jobs and places at colleges automatically awarded to the so-called scheduled castes and tribes, regardless of merit, by a whopping 18 per cent. This, despite the fact that the previous quota of jobs and places reserved for them—31 per cent—had not been fully taken up.

Under India's constitution a certain number of political, economic, educational and social benefits are reserved for the country's estimated 154m lower castes, such as the Harijans or "untouchables," and "backward" tribes. This is because, under the rigid caste hierarchy which determines the advancement of many Indians, the higher castes exercise a powerful hold over the levers of power and use these to perpetuate their ascendancy.

This positive discrimination operates in most areas of life, including the Indian Parliament. The 22 State assemblies. The founders of India's constitution saw this as

assembly elections, there was a predictable explosion which resulted in months of communal violence.

Mr Gandhi has now stepped in and asked state governments not to make any further changes to existing quotas. He has also asked for views on how the existing provisions can be changed to make them more equitable.

One suggestion, being examined, is that a certain section of those catered for under the reservation clause should be required to pass a means test based on their earnings or wealth before being given special privileges. This would not apply to the so-called Scheduled Castes and Tribes but to what are known as "other backward classes." These constitute around 10 per cent of India's 750m population. Many have managed to pull themselves up since Independence and do not need special help.

The issue is one of the most volatile in Indian politics and is liable to trigger off widespread unrest, unless carefully handled. But the need for a re-assessment of the present system is widely supported.

What Mr Gandhi will have to do is steer a line between giving in to pressure from the better-off and dismantling a provision which many Indians agree is the only way to overcoming the divisive and dangerous prejudice of the most entrenched class system in the world.

The divisive caste system

ALAIN CASS

the most effective way of giving the country's disadvantaged people a massive leg-up in the years after Independence.

The idea, which was always resented by many upper castes who saw their historical advantages being eroded, has met with increasingly stiff opposition as some so-called backward classes, taking advantage of the provisions, have significantly improved their positions.

The result is that in some places, such as Gujarat, upper castes such as the Brahmins (mostly civil servants and officials) and Patels, the largely landed, wealthy classes, have pushed out of positions of influence and prominence.

Consequently, when the state government decided to make an even greater number of opportunities available to the backward castes just before the

Change of emphasis at primary levels

Reforms in education

K. K. SHARMA
New Delhi

INDIA'S new education policy is now being formulated and will be implemented from the 1985-86 academic year. What shape it will take will depend on experts now working on the policy. At the primary school level alone, Mr K. C. Pant, the Minister of Education, has announced that 24m children will be given "formal education" in the next five years.

This suggests a change in emphasis because, although Mr Pant has stated that the Government does not intend to modify its cherished policy to provide free and compulsory primary education, the accent is clearly shifting.

While 24m children will receive "formal education" in primary schools, another 35m will have what observers have concluded is "informal education" simply because existing facilities to serve what all the school-going children are hopelessly insufficient.

This gives some idea of the gigantic task ahead of the Government in giving effect to Mr Rajiv Gandhi's plans for reforms in education which he considers essential to propel India to its proper place in the 21st century and to increase employment opportunities.

Mr Gandhi has spoken of the need for reform and has made it clear he will insist on private being given to such a vital subject. Apart from broad guidelines in his public statements, the job has been left to experts.

Mr Gandhi's own remarks suggest that he wants "to use on a large scale the new communication technology in our school system" and that "de-linking of degrees from jobs under the Government is under active consideration."

Steps are being taken, he says, to establish an "open university" to bring higher education within easy reach of all.

"I would strongly emphasise education's link with the productive forces of society. We shall reorganise vocational education to align it with industry, agriculture, communications and other productive sectors of our economy," he says.

As yet, there are few indications on how these aspirations will be given effect. The Government has made a start by a major increase in funds allotted to education. The provision in the budget for 1985-86 has been increased to Rs 5.04bn from Rs 4.13bn in the previous year. This is expected to rise further when the new education policy is implemented from next year.

Vocational education is to be given importance because in the past 37 years there has been a massive rise in the number of "educated unemployed." There were some 2.12m graduates and post-graduate job-seekers on the live registers of employment exchanges at the end of last year.

POWER SUPPLIES

AT VERY COMPETITIVE PRICES

Designed and developed in the United Kingdom, manufactured in Sri Lanka. A Shalimar and Laxar a Volume Production a Customer designed computer available. Uninterruptible power supplies for computers available. NAMAL ASSOCIATES 183-184 East Road, Cambridge CB1 1JL Tel: (0223) 355401, Telex: 817445

Oriental Credit.

Your line to banking services in the developing world.



Our head office is in the City of London, our roots are in the developing countries and we can provide banking services in the U.K. and overseas through our worldwide contacts.

Our clients include governments, corporations and individuals.

Whether you do business with or within developing countries, Oriental Credit are ready to meet your need for banking services.

Try us.

Oriental Credit Limited

Head Office: Bush Lane House, 80 Cannon Street, London EC4N 6LL.
Telephone: 01-621 0177. Telex: 896995. Cable: Fundorient London EC4.
Dealers: Telephone: 01-621 1566. Telex: 8955702.

West End branch: 46-47 Old Bond Street, London W1X 3AF
Telephone: 01-499 9392. Telex: 296145.

Manchester branch: Devonshire House, George Street, Manchester M1 4HA.
Telephone: 061-236 7700. Telex: 666093.

A WORLD OF BANKING SERVICES

Current & deposit accounts
Letters of credit
Performance bonds
Foreign Exchange
Trade finance
Loan syndication



Oriental Credit

A developing world of business.

هكزمن لالصل

INDIA 3

Challenges for new Prime Minister

CONTINUED FROM PAGE 1

pick up quickly if a target of 5 per cent annual economic growth set for the next five-year plan of 1985-90 is to be achieved.

The World Bank's annual report on India, completed last month, warns that exports need to grow by 7 to 9 per cent in the same period instead of the current 4 to 5 per cent to cover imports and international debt repayments. The report called this a "strained but manageable scenario," but added that there was a risk of India missing its targets and having to fall back to "low and less efficient growth patterns."

Unrest

But while there might be economic problems in the future, it is India's communal unrest that is causing most concern and is diverting Mr Gandhi's attention away from economic subjects.

The worst situation is the Punjab which is proving difficult to solve and is posing a possibly long-term terrorist threat.

Assam and other remote north-eastern states suffer regular unrest and the violence in the prosperous western state of Gujarat underlines the problems caused by the country's deeply-embedded caste system and by Hindu-Muslim tensions.

Mr Gandhi says his priorities are curbing population growth, making India more homogenous, and reducing poverty with economic and industrial development. Within those broad aims, a solution for the Punjab and record export growth are the top priorities.

The Bangalore assembly line of Bharat Earth Movers (right). Mr Gandhi is freeing industry from many controls so they can react to market pressures.



Rajiv Gandhi appears to want few major foreign policy changes, but his style is more gentle than that of his late mother.

A more pragmatic approach

MR RAJIV GANDHI is setting out to win the international respect for himself accorded to his late mother, Mrs Indira Gandhi, as Prime Minister of India and also as the leading statesman of South Asia and the current chairman of the non-aligned movement.

After a successful tour of the USSR last month, he is this month visiting France and the U.S. to launch Festivals of India which are similar to the cultural and other events staged in the UK in 1982. He is also visiting Egypt, Algeria and Switzerland (to address the International Labour Organisation).

In October, he will go to the Commonwealth Heads of Government Meeting in the Bahamas and the United Nations 40th anniversary celebrations in New York, probably with a brief visit to the UK on the way.

Mrs Gandhi was an aggressive but quietly charismatic politician who alternately charmed and aggravated other international leaders as she proudly led the world's largest democracy and one of the most important developing countries. She ended her life with a possibly higher reputation abroad than among her own urban electorate (who were often more sceptical of her domestic policies than India's rural masses).

Mr Gandhi, who is also Foreign Minister, is showing signs of being more gentle and pragmatic in his approach, especially in South Asia where India's neighbours, such as Bangladesh and Sri Lanka, felt constantly hounded by his mother.

Key issues

But this does not mean that there are any major basic changes in India's approach to its foreign policy which is based on three inter-linked issues:

● A distrust of Pakistan, its Muslim neighbour, and opposition to U.S. activities there, especially the supply of advanced defence equipment following the Russian occupation of Afghanistan. India would obviously feel more secure with both super powers out of Afghanistan and Pakistan.

● Improving relations with the South Asian neighbours which is described as Mr Gandhi's highest foreign policy priority.

● "We will be judged by how we get on with our neighbours," says Mr Romesh Bhandari, Foreign Secretary.

● Cultivation separately of relationships with the two

India and the wider world

JOHN ELLIOTT
New Delhi

Super Powers. The approach to each is "based on its own logic," says Mr Bhandari. The U.S. has helped by telling India it accepts India can have good relationships with both it and the USSR.

Lower down its scale of immediate priorities, but still important, is concern about super power activities in the Indian Ocean and about the security of India's northern border with China.

The easiest of all India's foreign relationships is with the USSR, as was shown during Mr Gandhi's visit last month when he finalised trade and other links, including a \$1.2bn long-term credit, to take the two countries up to the next century.

The USSR is India's major arms supplier. India knows that the defence and industrial equipment it buys is often less modern and less efficient than is available from its other suppliers in the West. But the purchases from Russia are cheap and provide the basis for its defence forces and are a useful supplement for its industrial development.

Mr Gandhi has always spoken more warmly about the USSR than the U.S., despite his own personal fascination with high technology which inevitably draws him to the U.S.

But hopes in the West that he would tilt the balance significantly away from the USSR and towards the U.S. have been dashed.

"With the USSR we have a very strong friendship. They helped us in building our industries and they have stood by us at times of need. The U.S. has



Handshakes in the Kremlin: Mr Mikhail Gorbachev, General Secretary of the Soviet Communist Party, welcomes Mr Rajiv Gandhi during his recent visit to the Soviet Union. Mr Gandhi has always spoken more warmly about the USSR than the US

let us down on a number of occasions—the 1971 Bangladesh war; 1965, Pakistan, and on one or two defence items where we spent a very long time talking to them and ultimately they put conditions that were just not acceptable to us," said Mr Gandhi in a recent interview with the Financial Times.

On Russian television he talked about India and the USSR's similar views on subjects such as "colonialism, imperialism, the struggle for freedom, and the right to self-determination." He added that "we will strengthen our ties with the USSR and make them even closer."

Contrasts

While the USSR has managed its relations with India skilfully for many years, the U.S. has mishandled them.

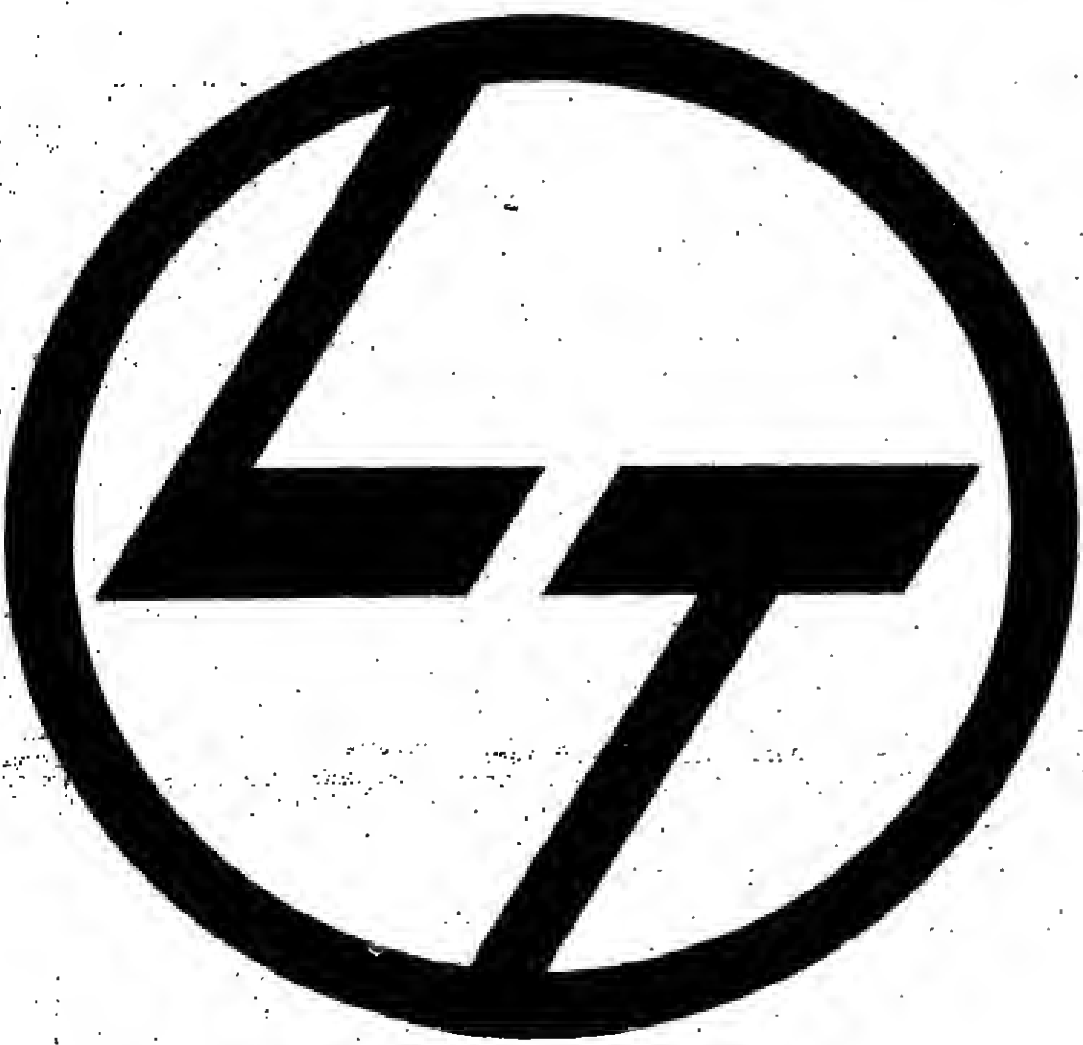
"India has no place in the global strategy of the U.S.," said Mrs Gandhi, last year, reflecting anger and frustration at the way the World Bank's concessionary lending was being cut-back and the way the U.S. was arming Pakistan with weaponry that India claims could never be used in the mountainous border with Afghanistan but could be used on its border plains.

The U.S. is now trying to start improving the relationship. It has been preparing the ground for Mr Gandhi's visit with an endless stream of dignitaries passing through New Delhi.

It is also implementing a memorandum of understanding on computer and other high technology sales, having overcome some of its fears of leakages of technology through India to the USSR.

Talks are taking place on possible defence sales including Hercules aircraft, some army weaponry, and electronic equipment. But India distrusts the U.S. fearing it will cut off supplies and spares in the future. A memorandum of understanding that would cover contentious areas such as spares supplies, safeguards and security risks, is also being discussed.

But Mr Gandhi's main aim is to persuade the U.S. to be tough with Pakistan over its suspected development of a nuclear weapon. On that, he may have some success. But he will fail in his other aim—to persuade the U.S. to stop arming Pakistan with advanced weaponry which will therefore remain a constant irritant to Indo-U.S. relations.



India's most diversified engineering organisation

To meet India's need for plant and machinery incorporating advanced technology, L&T provides design, manufacturing and erection services for cement, paper, power generation and distribution, construction, mining, mineral processing and other industries. L&T has a record of rewarding collaborations including BTR p.l.c., Caterpillar Tractor Company, Eutectic + Castolin, F.L. Smidth, J.M. Voith, Jeumont-Schneider, Poclain S.A., Yaskawa Electric. The search for improved technology is an ongoing effort.

LARSEN & TOUBRO LIMITED

where technology moves with time

L&T House, Bombay 400 038
New Delhi • Calcutta • Madras

FINANCIAL TIMES OVERSEAS SURVEYS 1985

If your business is of an international nature then you should be aware that the Financial Times proposes to publish the following comprehensive Surveys in the second half of 1985:

July	HONG KONG TRINIDAD AND TOBAGO JAPAN QATAR
August	ZIMBABWE
September	CHONGQING (CHINA) WORLD ECONOMY AUSTRALIA
October	ASIAN BANKING ARAB BANKING SINGAPORE
November	ST. LUCIA CHINA OMAN BRAZIL MALAYSIA
December	UNITED ARAB EMIRATES JAPANESE INDUSTRY

For further information please contact
your usual Financial Times representative or

Simon Timmis

Bracken House, 10 Cannon Street, London EC4P 4BY

Telephone: 01-248 8000 Telex: 885033

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

The size, content and publication dates of Surveys appearing in the Financial Times are subject to change at the discretion of the Editor

INDIA 4

India worries over Pakistan's 'relentless pursuit of nuclear capability'

Facing up to the nuclear 'threat'

FOR THE first time ever, the usually bland annual report of India's Defence Ministry this year raised the controversial issue of nuclear weapons on the sub-continent.

A single sentence refers to India's "concern" at Pakistan's "relentless pursuit of nuclear capability with the assistance and connivance of certain countries." This, says the report, adds a new dimension to India's security environment, implying that something should be done to meet the threat.

India's official stand remains that the country will not manufacture nuclear weapons. This position has been reiterated for the past 20 years by succeeding leaders including Mrs Indira Gandhi, Mr Morarji Desai, Prime Minister in the Janata Government in the late seventies and, more recently, by Mr Rajiv Gandhi.

Nevertheless, the raising of this issue by Mr Narasimha Rao, the Defence Minister, in his annual report, points to a new development: the first official hint that the Government of India is seriously willing to examine its nuclear option.

References have been made to it before by Foreign and Defence Ministers. Mr S. B. Chavan, the previous Defence Minister, told the Lok Sabha in March, 1984 that Pakistan had acquired the capability of manufacturing nuclear weapons and India would undertake "appropriate" measures. But they have not carried the full imprimatur of the administration until now.

Argument

India's small but powerful pro-nuclear lobby predictably seized upon Mr Rao's reference to Pakistan in the annual report and called for an Indian bomb. Those who argue for the nuclear option do so on two grounds:

● First, that India needs a nuclear arsenal if Pakistan, which is universally regarded as the country's principal security concern, is making its own. ● Second, that a country which accounts for one sixth of humanity should start behaving like a world power if it is to be taken seriously. This, they argue, would accord with Jawahar Nehru's belief that, in the centre, India should take its place alongside the U.S., the USSR and China in the world community.

If Pakistan were to acquire nuclear weapons or even if it were to set off a nuclear ex-

Concern over defence issues

ALAN CASE

position the pressure on the Indian Government to go down the nuclear road would be almost irresistible. Until that happens, however, India is unlikely to deviate from its stated course.

What it may do, however, indeed what it may have already begun is a strategy of ambiguity in which, by encouraging a debate about India's nuclear option through hints and nods, New Delhi serves notice that, if the circumstances arise, it might reverse its present non-bomb policy.

"After all," says one defence expert, "that is precisely what Pakistan is doing. It's keeping the world guessing. It may be a bluff, it may not. But who would be willing to call it?"

Mr Gandhi is, meanwhile, pursuing the strategy of diversifying India's source of arms supplies to supplement the country's substantial home-made weapons and components.

India's internal defence programme consists of 34 ordnance factories and eight other public sector units, such as the Ordnance Aerodynamics which assembles Soviet, Anglo-French and indigenous aircraft—with a total annual turnover of over Rs 22bn.

The issue of India purchasing American weapons has been actively debated over the past few months and will be a central topic when Mr Gandhi visits Washington later in June.

Mr Gandhi's decision to power his government by retaining an openness to renewed trade relations, which have been difficult, partly because of American backing for Pakistan and partly because of India's close relations with the Soviet Union.

Mr Gandhi is expected to formally conclude an agreement with the U.S., which would permit India to purchase highly advanced American technology. In May, Mr Fred Rie, U.S. Secretary of State, held talks with senior officials in Delhi about India's requirements which include anti-tank missiles, artillery, C-130 trans-



● PLO chairman Yassir Arafat and Prime Minister Rajiv Gandhi shake hands and wave to crowds at Delhi Air Force base when Arafat arrived for a non-aligned foreign ministers' conference. Below: troops on patrol in Bombay during a curfew



port aircraft, small arms and electronic surveillance and guidance systems.

India also signed an agreement with Italy for research and development for electronic defence products as part of the armed forces efforts to modernise its infrastructure.

The Indian Navy is likely to purchase 11 Sea Harrier jump jets at a cost of over £100m—possibly accompanied by the British Sea Eagle missile—despite the row over India's decision not to go ahead with the purchase of Westland helicopters.

In the past five years India has also signed deals to purchase 120 Anglo-French Jaguar aircraft, 48 French Mirage fighters, West German submarines and British Sea King helicopters.

Despite these attempts at diversification, however, India is still expected to rely chiefly on the Soviet Union for its weapons purchases. Moscow has offered India the advanced MiG-29—the newest fighter in the Soviet inventory—which Indian pilots regard as more than a match for the U.S. F-16 delivered to Pakis-

tan as part of a \$3.6bn arms and economic aid deal.

About 80 per cent of India's military equipment comes from the Soviet Union, and defence specialists in India have shown some concern at the Government's diversification programme. Given India's huge investment in Soviet systems, a radical departure at this stage seems unlikely.

Crises of diver location also argue that, in the event of a war with Pakistan, only the Soviet Union could be relied on to resupply India unconditionally.

In the true spirit of a dynamic economy...



ITI matches
India's achievements
step for step

many feathers in its cap—in fact, over 80% of the Company's current production is related to products entirely developed by ITRI R&D, or improvements incorporated by it. All these activities are oriented towards total digitalisation, optical communications, use of custom LSI's, hybridisation and computerisation.

ITI's undeniable contribution to India's telecom revolution is an integral part of the country's growth—binding the nation together, serving a wide cross-section of users.

ITI's targeted turnover of about Rs.10 billion by the end of the Seventh Five Year Plan envisages expansion, induction of new technology and industrialisation. Growth, that is in step with a nation on the move.

Indian Telephone Industries Limited
Corporate Office
16, Museum Road
BANGALORE-560 001
India
Units at:
Bangalore, Delhi,
Gurgaon, Jaipur,
Kolkata, Lucknow,
Mumbai, Pune,
Rajkot, Secunderabad,
Surat, Varanasi

1948. A time when India was awakening to the advent of independence. And responding with rare foresight. It was also the time when professional telecommunications was heralded in India. Through the inception of the Indian Telephone Industries Limited (ITI).

Over the years, India has progressively grown in stature with a dynamic economy that is born of the proper management of its resources, people and opportunities. A growth that has placed an increasingly greater responsibility on ITI. And led to the communication revolution.

ITI based its communications strategy for India on high technology. Through technology adaptation, technology upgradation and technology innovation. And today, ITI's R&D has

**India's communication
is our business**

Five reactors now in operation

INDIA'S NUCLEAR programme is slowly but successfully edging towards the point where it will begin to make a significant contribution to the country's chaotic electricity supplies, using almost entirely Indian technology.

"For the past 15 years it has been a prototype activity. For the next 15 years we will be industrialising, and after the year 2,000 it will be fully industrialised power production," says Dr M. R. Srinivasan, chairman of India's Nuclear Power Board.

The board was set up last August by the Department of Atomic Energy to build and operate nuclear power stations. The target for the year 2000, regarded as over-ambitious by many foreign experts, is a total of 10,000mw nuclear capacity to produce 10 per cent of the country's electricity supplies compared with 3 to 4 per cent now.

India's nuclear programme may become more controversial both domestically and internationally if the U.S. fails successfully to ensure that Pakistan is not developing a nuclear weapon. Mr Rajiv Gandhi warned last month that India would have to decide what action to take if Pakistan did produce a weapon.

Although officially this remark was intended to indicate a re-appraisal of India's relationship with both the U.S. and Pakistan, there was also a hint that India might also have to reconsider its own nuclear policy. In 1974, India staged what it called a "peaceful nuclear explosion" in the western Rajasthan desert and says it has developed and tested nothing since then.

Demands

But there could well be a surge of popular and political support in India for a revived nuclear weapons programme if Pakistan appears to be presenting a nuclear threat.

After years of problems in developing peaceful uses for nuclear energy, India now has five reactors totalling about 1,000mw in operation and another five are planned to bring the total to nearly 2,000mw by 1990. The target for 1990 is just over 4,000mw to include two more reactors at Koda in Rajasthan and two more in the southern state of Karnataka.

All the existing reactors and those planned to 1990, are 220 to 285 Mw, but 500 Mw reactors are now being developed, with

Nuclear power programme

JOHN ELLIOTT
New Delhi

two planned for un-named sites in 1990-95.

Both the units at India's first station at Tarapur north of Bombay were U.S.-designed boiling water reactors and the rest are pressurised heavy water reactors.

A 15 Mw fast-breeder test reactor is to be opened in Madras in the autumn and the Government has agreed, in principle, to set up a technical development team to take India into fast breeder technology with a 500 Mw reactor for the late 1990s.

A decision will probably be made later this year whether to speed up progress towards the 10,000 Mw target by accepting an offer of a nuclear station which the Soviet Union has been pressing India to take for some time.

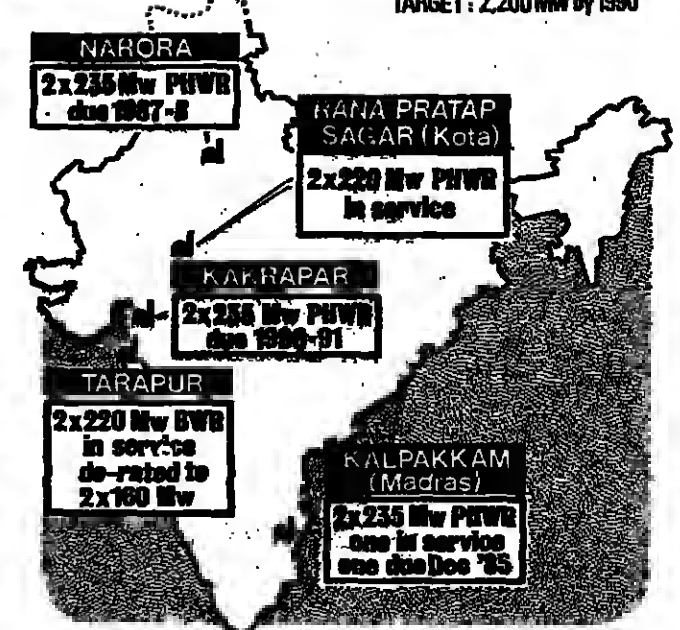
Some leading nuclear scientists would like the Russian offer to be refused, arguing that India has now developed sufficient indigenous know-how to be able to dispense with foreign help.

Those in favour of the offer are winning considerable political support by arguing that such a contribution to the reduction of India's electricity shortages should not be turned down.

There may be a problem because Russia would have to agree that only limited nuclear safeguards would be introduced. India has never allowed general inspection of its nuclear facilities.

NUCLEAR POWER PLANTS

TARGET: 2,200 Mw by 1990



explosion. Now India is approaching the position of being self-sufficient. It has not needed to respond to a U.S. offer made last year to arrange the supply of nuclear spaces through its Western allies. Dr Srinivasan says that "nothing of significance" has been imported during the past two years for Tarapur, which felt the brunt of the 1970s boycott.

Safeguards
With limited safeguards arrangements, France has been selling India enriched uranium and is offering more help. Germany has in the past helped with space for Tarapur. Russia also supplies heavy water for periodic topping up of the second reactor at Rana Pratap Sagar, near Kota in Rajasthan.

India now has its own heavy water for its reactors at Kalpakkam near Madras in Tamil Nadu. Although many of the reactors have been working at far from full capacity for many years, Dr Srinivasan says that "our units are beginning to

do well." Capacity factors of just over 64 per cent achieved at Kota in 1983-84 and of 72 per cent during 1984 at Kalpakkam during the first year of operation of Kalpakkam's first reactor.

Tarapur has been de-rated from 230 Mw to 180 Mw and is working at 95.7 per cent of the de-rated capacity or 78 per cent of the design capacity, according to Dr Srinivasan. These figures compare with international standards of 70 per cent load-capacity for economic viability.

Electricity prices from the nuclear stations, located in the west and south of the country, average 87 paise (about 2p) per kilo watt hour. This is about 25 per cent less than coal-fired power stations in the same areas because of the cost of transporting coal from mines in the north-east.

So India still has a long way to go before its nuclear power programme is an economic success. In the meantime it is proud of its indigenous technology and that it is far further ahead than its two neighbours Pakistan and China.



"The Triumph of Labour"—a statue in Madras. India's Government is making bold plans for industrial modernisation and for boosting efficiency. The aim is to increase the annual output of industry by 7 per cent—a target which many independent observers regard as over-optimistic. There are also doubts about how quickly the drive for efficiency can be achieved, particularly in the public sector

Challenge is to maintain rate of growth

Creditable performance by economy

PHILIP STEPHENS

ECONOMIC GROWTH of 5 per cent a year on average since 1980 is a creditable performance even for a developing country. The challenge for Rajiv Gandhi's India is to achieve at the same rate for the rest of the decade.

The mood in government, and among businessmen and economists is at present one of optimism. But as ministers analyse the seventh five-year plan for 1985-90 to 1990-91 some of the risks and constraints are becoming painfully apparent.

The tone for the Plan, which was set in Mr Gandhi's first budget a month earlier. The emphasis was on tax reforms (and cuts), industrial liberalisation, and, above all, modernisation and efficiency.

Competitive

The promise was that a nation which has so far invested vast resources in self-sufficiency at almost any cost would undertake a second industrial revolution to make it competitive in international markets.

The means will be some dismantling of the protectionist cocoon which has so far shielded Indian industry from the rigours of competition, domestic and international, and left it with a reputation for high prices and poor quality.

There will also have to be some shunning of the huge bureaucracy which many economists believe is stifling the public sector; and a much better return from investment in state-run enterprises.

Mr VP Singh, the Minister of Finance and Commerce, is under no illusions that the success of the Government's strategy will depend on a decisive improvement in India's dismal export performance.

Liberalisation of the import

regime, the burning of commercial debt in the late 1980s, the repayments due on a SDR 3.9bn loan from the IMF and reduced aid, together hold out the threat of a balance of payments crisis unless exports improve.

"We know there is a dilemma—we are carrying out an exercise to identify selective export thrust areas. Fiscal and industrial policies will then be co-ordinated to help the process," Mr Singh said in an interview with the FT.

The World Bank, which recently forecast that India may have to boost its commercial borrowing from around \$1.2bn a year now to \$5bn by 1990 if it is to meet its growth targets, suggests that annual export growth needs to double in volume terms from the present 4 per cent.

The advocates of liberalisation argue forcefully that the only way such targets can be achieved is if Indian industry is exposed to greater domestic and foreign competition.

For them the key measures in the Budget were the raising of the company asset threshold under the Monopolies, and Restrictive Trade Practices legislation, which will allow companies to expand to an economic size; delicensing of 25 industrial sectors to foster competition; and further import liberalisation.

"We must bring improved productivity into the framework of industrialisation... at the same time the public sector cannot be treated as a spoils child," is the comment of Dr Abid Hussein, a member of the Planning Commission and one of the architects of the liberalisation programme.

The finance minister promises further reforms: the three-year trade policy announced in the Budget, designed to provide a stable background for business planning, will be complemented by a long-term fiscal policy in the autumn.

He made it clear, however, that there would be no wholesale dismantling of import

barriers and that liberalisation would focus on imports of raw materials and a few selected capital goods. The pace will depend on export performance.

Some protection is needed but the barriers should not be so high that there is no competition at all," he said.

"There are other constraints. The negotiations on the details of the 7th plan have revealed a substantial 'resource gap' which must be bridged if the 5-year investment target of Rs 1,800bn (\$120bn) for the public sector is to be met.

Dr Manmohan Singh, the deputy chairman of the Planning Commission (Mr Gandhi is chairman), insists that these resources must be generated within the public sector since there is only limited scope for increased private saving or higher tax receipts.

India's domestic savings ratio has risen to a remarkable 23 per cent—comparable to that of Japan—and the forecasts are suggesting a further increase to 26 per cent. The impact on growth, however, has been partly offset by a deterioration of the capital-output ratio.

Dr Singh acknowledges that there are some risks with the Government's strategy—on the domestic front because of the inflationary potential of higher budget deficits and externally because of the trade deficit.

"I am not pessimistic about raising the resources but it does involve risks. Then all plan-making involves some calculated risks," he commented.

Hardening

Even if exports perform well, India's debt service ratio—the proportion of debt repayments to exports—is likely to rise significantly by the end of the decade to around 20 per cent from the present 14 per cent because of a hardening in the terms of borrowing.

Over the short-term, however, the risks are tempered by a fairly comfortable short-term foreign exchange position. The sharp rise in remittances from Indians living abroad has more than offset a widening trade gap (close to Rs60bn or \$4bn in 1983-84) and foreign exchange reserves have risen to Rs10bn (\$4.6bn).

With growth in the Middle East slowing, however, India cannot rely on remittances continuing to climb, while Mrs Gandhi's assassination and the continuing communal troubles have so far thwarted hopes of a major increase in tourist income.

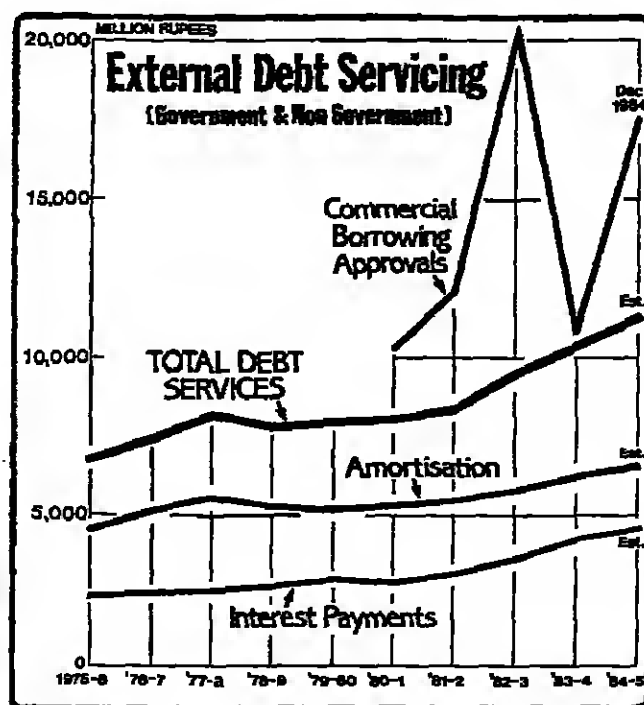
Much will also depend on further growth in agriculture. The huge rise in foodgrains production since 1979 has been one of the remarkable achievements of the Indian economy. Though little changed from the previous year, output of more than 150m tonnes of foodgrains in 1984-85 was 15 per

cent higher than four years earlier and has allowed India to actually export about 1m tonnes.

The healthy stocks position means inflation should not be so sensitive to the vagaries of the monsoon. And despite some criticism of the price rises which followed this year's Budget the finance minister says he is confident wholesale price rises will remain in single figures.

The plan for the next five years is to maintain annual growth of between 3.5 and 4 per cent, with particular emphasis on crops which could significantly cut the country's import bill—edible oils imports for example, are currently costing the country about Rs900m a year.

For industry the plan is for



PROFILE: VISHWANATH PRATAP SINGH, Finance Minister

Policies based on reality

THE MAN chosen by Mr Rajiv Gandhi to be his Finance Minister and to spearhead his attempts to shake up the Indian economy is reputedly "the cleanest politician" in the ruling Congress I party.

He is Mr Vishwanath Pratap Singh, a 51-year-old politician from Allahabad, the Gandhi's home seat in the northern state of Uttar Pradesh. There he is a scion of the princely and wealthy Manda family and a member of the high Rajput caste (who, like the Sikhs, use Singh in their names).

He brings to his job a hard-working modesty and a deep awareness of the need to try to balance the vast and widening disparities of wealth that exist in India.

He was appointed Chief Minister of Uttar Pradesh in 1980, but two years later became the first-ever Chief Minister to resign voluntarily when he failed to fulfil a promise that he would clean up the state's dacoits (armed bandits) within a promised period.

Early in 1982 the late Mrs Indira Gandhi appointed him Minister of Commerce. He only stayed in that job 18 months but made a reputation that has catapulted him into the joint posts of Finance and Commerce Minister.

He cleaned up the Commerce Ministry, banishing often-corrupt company agents and industrialists from anywhere near his office. He improved the organisation,



introducing computerisation. He was sorely missed by his aides when Mrs Gandhi sent him back to Uttar Pradesh after 18 months to head the Congress I party machine and prepare for what turned out to be Mr Gandhi's great general election victory.

Asked whether such switches of job are not rather strange he comments: "Our basic profession is politics and it is all politics, here or there. It was a wonderful experience to work as a party chief at the grass roots."

"Our policy comes not from text books but from three points of hard reality—rupee resource constraints, foreign exchange constraints and poverty," he says.

"Poverty has led to a perception of an egalitarian society. Politically, it would not be stable to have too many and too wide gaps in income distribution. We do have such gaps and different economic layers, and that has to be managed politically."

"To raise 93 per cent of our expenditure internally—to raise it by taxes from the people—and still have a ballot box in India—needs a lot of political skill and is no small achievement."

John Elliott

Bank on Grindlays in India

Grindlays—a member of the ANZ Banking Group—is the largest overseas bank operating in India. With 56 branches serving all the main commercial centres and a Merchant Banking Division with offices in Bombay, Calcutta, New Delhi, and Madras, we provide more than just a wide range of commercial and specialist banking services.

If you are exporting to or importing from India, or working on a project in India or are considering a joint venture with an Indian partner in India or elsewhere you can take advantage of our knowledge of the country and its business which comes from more than 125 years of banking experience in this important market.

In India, and around the world, you can bank on Grindlays.

Office of the Regional Director, India, Grindlays Bank p.l.c., P.O. Box 725, 90 Mahatma Gandhi Road, Bombay 400023. Tel: 271465. Telex: 011-4792 RDSA IN

Office of the General Manager, Eastern India, Grindlays Bank p.l.c., P.O. Box 2781, 19 Netaji Subhas Road, Calcutta 700001. Tel: 228346. Telex: 021-7341 GSCL IN

Grindlays in India

Office of the General Manager, Western India, Grindlays Bank p.l.c., 90 Mahatma Gandhi Road, P.O. Box 1175, Bombay 400023. Tel: 271288. Telex: 011-2240 GBBY IN

Office of the General Manager, Southern India, Grindlays Bank p.l.c., Grindlays Centre, P.O. Box 297, 19 Rajaji Salai, Madras 600001. Tel: 20310. Telex: 041-212 GBMS IN

Office of the General Manager, Northern India, Grindlays Bank p.l.c., P.O. Box 624, 'H' Block, Connaught Circus, New Delhi 110001. Tel: 321370. Telex: 031-2228 GBND IN

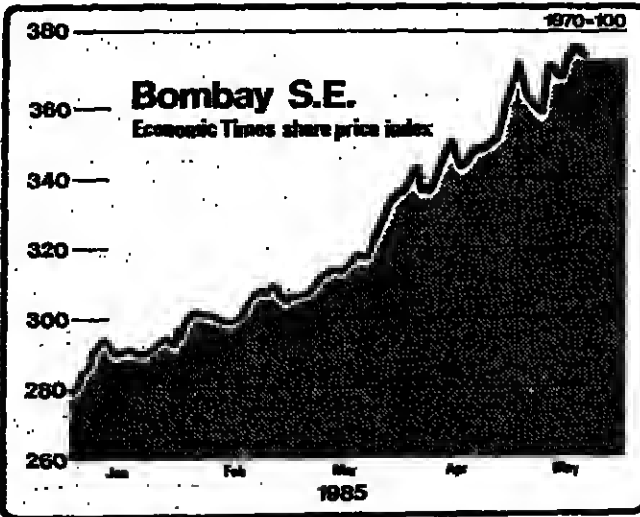
And branches in Amritsar, Bangalore, Bombay, Calcutta, Cochin, Darjeeling, Gauhati, Hyderabad, Kanpur, Madras, New Delhi, Simla, Srinagar, Tuticorin.



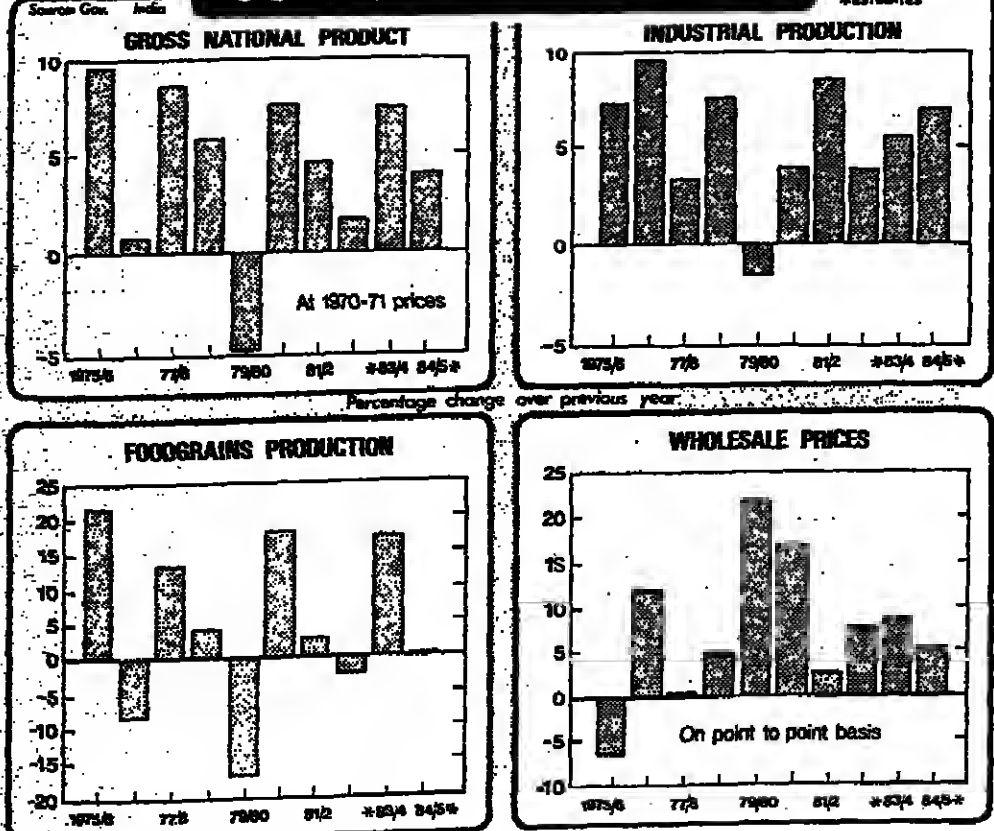
Grindlays Bank Group

Grindlays Bank p.l.c., Minerva House, Montague Close, London SE1 9DH. Tel: 01-626 0545. Telex: 885043/6 GRNDLY G.

Branches and Offices in: Australia • Austria • Bahamas • Bahrain • Bangladesh • Brazil • Canada • Channel Islands • Colombia • England • Fiji • France • Germany • Ghana • Greece • Hong Kong • India • Indonesia • Iran • Japan • Jordan • Kenya • Republic of Korea • Malaysia • Mexico • Monaco • New Zealand • Nigeria • Oman • Pakistan • Papua New Guinea • Qatar • Scotland • Singapore • Solomon Islands • Spain • Sri Lanka • Switzerland • Taiwan • Uganda • United Arab Emirates • United States of America • Vanuatu • Zaire • Zambia • Zimbabwe



OUTPUT AND PRICES



INDIA 6

Budget measures fuel the boom

Stock market euphoria

PHILIP STEPHENS
reporting from Bombay

"IT'S LIKE having a British Telecom issue every week." Well, not quite, but the analogy, drawn by one of Bombay's enthusiastic young stockbrokers, underlines graphically the euphoric mood of India's stock markets since the beginning of this year.

There has been a surge in the number of capital issues, heavy over-subscription of many equity offerings, and an around 30 per cent rise in the country's main market in Bombay.

Part of the explanation is found in the anticipation of and subsequent reaction to Rajiv Gandhi's first Budget.

The corporate and personal tax concessions, industrial liberalisation measures, and the emphasis on modernisation have been widely interpreted as foreshadowing a more vibrant and profitable private sector.

The Government's apparent commitment to a flourishing equity market was further demonstrated by a number of measures aimed at making it easier for companies to raise capital.

Better return

Cumulative convertible preference shares have been allowed for the first time, the interest rate ceiling on convertible debentures issued by small companies has been raised, and provision made for the free transfer of shares in public companies.

"The Government is encouraging the private corporate sector to expand and diversify... and people are seeing that the stock market offers a better return than the banks," comments M. R. Mayya, the executive director of the Bombay stock exchange.

The boom, though probably exaggerated by a fair amount of speculative "froth" is not simply a reflection of the private sector's honeymoon with Mr Gandhi.

The last decade has been marked by a significant widening of interest among Indian investors in equities, kindled initially by the 1973 Foreign Exchange Regulation Act which forced foreign companies to dilute their stakes in Indian companies.

The process has accelerated since 1980, with the encouragement of both the Reserve Bank and the Government. In 1982, for example, the authorities raised the interest rate ceiling on non-convertible debentures to 15 per cent and introduced a repurchase facility for small holders.

The result has been that these debentures now account for about two-thirds of the total capital raised on the equity markets each year.

Four new stock exchanges have been set up in as many years bringing the total in the country to 13.

The growth in the market even before the Budget is shown in the rise in authorisations for capital issues in the year ended March 1985. Preliminary figures indicate that the controller of capital issues gave the go-ahead for over 700 companies to raise around Rs 20bn (£1.3bn), double the amount in 1983-84.

The state-sponsored Unit Trust of India has done much to spread the share ethos among middle-income investors. It now boasts 1.7m unit-holders and its canny chairman, M. J. Pherwani, has even appointed fertiliser salesmen as agents for the units in rural areas.

The markets' buoyancy and a number of tax concessions have also stirred the interest of non-resident Indians, who have been significant investors in recent issues.

Their holdings are restricted, however, by the provision that only 5 per cent of any new issue can be taken up by non-residents and by the 1 per cent ceiling for individual holdings in any one company.

It is those rules and the well-publicised battles of businessman Swaj Paul which have focused the attention of non-residents on the stakes in Indian companies held by foreign investors. A number of takeovers have resulted.

Cynics in the market point out that these overseas holdings also provide a useful channel for black money, and for the laundering of undeclared cash. Whether the loophole will remain is likely to depend on the outcome of the Indian Company's Law Board's current deliberations on Mr M. R. Chhabria's attempt to buy a 38.7 per cent stake in Shaw Wallace from Sime Darby of Kuala Lumpur.

There are other vehicles for non-resident Indian investment in the form of joint ventures set up by British and Indian merchant banks and brokers.

Conservative

Hill Samuel has linked up with Chamunda Investment (CICO) which offers a range of broking and advisory services. Industrialist Ashok Birla has established two Jersey-based mutual funds in co-operation with S. G. Warburg to channel non-resident funds into both the Indian and international equity markets.

The perception that the current boom marks India's entry into the modern financial world should be hedged, however, with an appreciation of both the highly-regulated and the relatively unsophisticated nature of the market.

The over-subscription of many recent issues—5 or 10 times is not uncommon and the record is 159 times—as much a function of the conservative pricing insisted upon by the controller of capital issues as the market's enthusiasm for new companies.

Hence the British Telecom analogy: most issues are underpriced from the outset and anyone who secures an allocation is guaranteed a profit.

The exchange authorities often appear bemused by the pace of activity. The Bombay exchange, for example, was unimpressed by the speed of the market's rise after the Budget and felt obliged to suspend trading in a number of key shares.

The Delhi and Calcutta exchanges announced massive increases in margins to temper what they regarded as unhealthy speculation.

There are other oddities from

India's stock exchanges

(as at December 31 1984)

Exchange	No of companies listed	No. of stock issues listed			
		Equity	Deb/ Pref	Bonds	Total
Bombay	1,285	1,445	332	377	2,154
Calcutta	1,862	1,890	303	121	2,314
Delhi	852	1,015	161	155	1,331
Madras	441	478	162	80	720
Ahmedabad	265	280	109	133	523
Hyderabad	120	124	41	29	194
Bangalore	203	221	68	32	321
Madhya Pradesh	43	43	11	8	62
Cochin	49	49	49
Pune	65	65	n.a.	...	65
Uttar Pradesh	426	435	...	24	459
Ludhiana	20	20	...	5	25
Ganeshi	n.a.	n.a.	n.a.	n.a.	n.a.
All exchanges*	3,883	4,094	850	541	5,485

* Excludes double-counting of shares quoted on more than one exchange. n.a. Not available.

Source: The daily official lists of the stock exchanges.

a Western point of view. New companies, without any track record, are allowed to issue shares for projects which have not yet started, in effect raising venture capital directly from the public.

There is little co-ordination between the various exchanges, which operate with different settlement dates, accounting, and legal procedures. One company may be quoted on two or three exchanges and the lack of cohesion provides an endless stream of arbitrage opportunities. One broker said that he had effectively given up acting for clients to concentrate on arbitrage.

Electronic system

Mr Mayya says that the main exchanges are planning to install an electronic system to allow the simultaneous display of prices, but acknowledges that further co-ordination will be a long haul.

There are doubts about the depth of the market, which are dominated by the big state-owned investment institutions.

These hold perhaps 30 per cent of all shares and tend not to trade actively.

The development of a secondary market is hampered further by tax provisions which deter individual investors from holding shares they have held for less than three years.

Broker Madhur Murarka, one of the few sceptics in Bombay these days, argues that the recent increase in turnover is misleading because much of the trading is done by a handful of speculators with only perhaps 10 per cent of transactions resulting in share transfers.

Mr Mayya, however, argues that the concept of portfolio management is gradually gaining ground, encouraged by the sustained marketing of brokers and merchant banks.

At the same time the growth of non-convertible debentures could weaken the grip of the state institutions.

Finally there is an underlying confidence that if Mr Gandhi is serious about modernising India's industry he will have to encourage a parallel development of its capital markets.



The brisk trading floor of the Bombay stock exchange

Prudent approach will be maintained

PRUDENCE and caution are words that Indian ministers and officials cannot repeat too often in outlining India's approach to commercial borrowing.

Skilful, persistent and sometimes devious are the terms commercial bankers most frequently use to describe India's negotiating tactics.

No matter how determined India is not to go the way of many other developed countries in piling up debt with foreign banks, it will have to place greater reliance on commercial borrowing over the next few years.

Even if it holds those borrowings to the minimum needed to finance its development projects its debt service ratio is likely to rise significantly by the end of the decade.

The problem is that an inevitable slowdown in concessional aid, especially from the World Bank, will coincide with the start of repayments on India's SDR \$2.8bn loan from the International Monetary Fund.

At the same time a number of key development projects envisaged in the Seventh Plan will require substantial foreign exchange requirements.

The dilemma is highlighted by some recent projections from the World Bank. These suggest that India can expect some \$8bn in concessional aid in the five years from 1985/86 (April-March), to 1989/90.

In nominal terms that is about the same amount as in the previous five years, but adjusted for inflation it represents a substantial fall.

The slowdown in aid will coincide with a sharp increase in the amount of foreign exchange that India will need to generate to meet its plan targets. The World Bank projection suggests that India will need to generate \$87.2bn in the five years to 1984/85 to \$143.6bn during the Seventh Plan.

In parallel, the "bunching" of existing commercial debt and IMF repayments is likely to push up debt servicing as a proportion of current overseas receipts from the present level of just under 14 per cent to more than 20 per cent by 1990.

It is a dilemma of which Mr V. P. Singh, the Finance Minister, is fully aware. He insists that there will be no major shift in the Government's policy towards commercial borrowing.

"India has been very prudent on the debt issue," he said in an interview with the Financial Times. "We will have to rely on boosting our exports and foreign exchange earnings."

Mr Singh also acknowledged that the industrial liberalisation policies designed to boost exports may initially result in higher imports.

The Government would have

Commercial borrowing

PHILIP STEPHENS

to draw a line between damaging development prospects by holding down vital imports and risking a debt crisis by letting commercial borrowing rise too quickly.

The emphasis though would remain on caution, while over the short-term, the Government could rely on the cushion provided by a substantial increase in foreign exchange reserves.

These currently stand at about Rs 70bn (£4.65bn), up from Rs 10bn (£600m) a year earlier.

If India's commercial debt is going to rise it is equally clear that it will be very carefully "managed" upwards.

Most commercial borrowing is linked directly to projects which the Finance Ministry expects to generate foreign exchange resources either through exports or import substitution.

The Ministry also maintains a tight grip on negotiations with lenders, firstly to keep the overall level of borrowing from rising too quickly and secondly to ensure that all deals are on the best possible terms.

"We do a full analysis every month of the debt position over several years," comments one senior official.

Commercial bankers acknowledge that the Indians are superb negotiators, wringing concessions up until the last moment before a deal is signed and capitalising on the competition between banks.

Debt crisis

There is no shortage of European, U.S. and Japanese banks eager to lend money. The explanation is that the bankers admire the Government's prudence and that few have much exposure to India.

The fine terms that India can command relative to other developing countries were shown in a series of loans last year.

Despite doubts among bankers about the long-term viability of its project, the National Aluminium Company raised \$300m through a syndicated credit at a margin of 3 per

cent Libor for \$200m and 4 per cent over Libor for the remainder.

The terms of a \$150m floating rate note for the State-owned Oil and Natural Gas Commission (ONGC) caused dismay in some banks, which insisted that it was impossible to make any profit on the deal.

India's negotiating skills have also been in evidence in preliminary contacts with banks on the \$450m to \$500m financing needed for Air India's planned purchase of six Airbus.

According to bankers close to the negotiations the Government has been skilfully playing one bank off against another to get better terms, even before issuing its formal request for bids.

The state-owned investment institution, the Industrial Credit and Investment Corporation of India (ICICI), which regularly borrows abroad for on-lending within India, has succeeded in maintaining fine terms by diversifying both between currencies and types of loan.

Loan maturity

India has not been successful, however, in persuading bankers to stretch the maturity of loans to 10 years from the traditional six to eight years to help in avoiding a further bunching of repayments in the early 1990s.

Projections for foreign borrowing during the Seventh plan have yet to be finalised, and officials stress that the actual amounts will depend crucially on the performance of exports.

Mr S. Venkataramanan, the Finance Secretary, says that authorities will also depend on the ability of individual projects "to enhance the total earning capacity of the economy."

He adds: "The traumatic experience of Latin America has made us very cautious... we are very concerned about maintaining our sovereignty."

Officials privately concede that the Plan implies higher borrowing than in the past few years, perhaps around \$1.5bn a year until 1989-90. They completely reject, however, the recent suggestion by the World Bank that the targets for industrial development imply commercial borrowings as high as \$5bn a year during the lifetime of the Plan.

As well as the Air India loan, the domestic debt, Indian Airlines, will need several hundred million dollars over the next few years, as will the Oil and Natural Gas Commission (ONGC) and the National Thermal Power Corporation.

ICICI and two other investment institutions, the Industrial Development Bank of India and the Industrial Finance Corporation of India are expected to raise loans over coming months.

From Bali to Kuwait...

10 MILLION DOLLARS CAN'T BE WRONG



A beach resort hotel in Bali? A mini-steel plant in Malaysia? A petroleum refinery in Kuwait? Paharpur has supplied cooling towers to all of them.

Paharpur. People who have built more water cooling towers than anybody else in India. People who have led how to design towers to do more in less space. Make them serve dependably, longer. And perform to specs under an almost infinite variety of ambient and terrain conditions and limitations.

And learned that the only way to make sure, it's all done right is to design and manufacture the major components themselves. So everything works together properly, and keeps on working with a minimum of maintenance down time.

When you're planning your next project, talk to the pros at Paharpur. But for now, think of the 10 million U.S. Dollars worth of cooling towers which they have exported.



The Full Service Cooling Tower Company

PAHARPUR COOLING TOWERS PVT. LTD.

8/1/5 Diamond Harbour Road, Calcutta-700 027, INDIA

Phone: 45-6956 (3 Lines) Telex: 21-3293 PCTC IN, 21-3367 PCTC IN

Sales Representatives in: SINGAPORE, KUALA LUMPUR, TEHRAN, KUWAIT, DUBAI & MAJOR INDIAN CITIES

SPONSORED BY: ENGINEERING EXPORT PROMOTION COUNCIL, INDIA.

Employment growth the priority aim

BECAUSE of difficulties in bridging a "resources gap" of around Rs 300bn, the details of the seventh Five-Year Plan for the period 1985-90 will not be known until late July when its draft is due to be published. But the government has promised that it will not be heavily pruned and that the overall outlay will remain at Rs 3,200bn.

This is by far the heaviest investment ever envisaged for any five-year plan period and makes the Seventh effort the most ambitious ever. This is for both government investment (planned for Rs 1,800bn) and the private sector which has been given a major role for the first time and will be asked to share nearly 40 per cent of total investment.

According to the document, "approach to the Seventh Plan," the strategy aims at a growth rate of a little over 5 per cent annually. It will thus try to maintain the rate achieved in the Sixth Plan period which succeeded in breaking the traditional trend rate of 3.5 per cent.

This growth rate should contain inflationary pressures and lead to import substitution in sectors like crude oil, grain and edible oils, besides generating employment and income for the poor, especially in the less developed regions.

The plan is based on the assumption of 26 per cent national savings ratio. The required funds will be mobilised in a manner which minimises dependence on external sources or on deficit financing.

The strategy outlined is expected to result in a lower capital-output ratio, and the allocation of resources will be made in a way to serve the basic objectives of the plan—production of food, creation of employment and improvement of productivity.

Development

In agriculture, the stress is to be on increasing cropping intensity and extension of new technologies to low-producing regions so that rural development programmes effectively create productive assets.

The "Approach" paper also seeks to emphasise industrial growth, though the accent is on better use of existing capacity and its expansion at minimum cost. Stress is being laid also on modernisation and upgrading of technology.

Industrial development is also sought to be promoted by encouraging competition among corporations with the objective of increasing productivity, quality and growth, and reducing costs. As many restrictions as possible will be removed.

The industrial development strategy envisages output increasing at about 7 per cent annually.

This is expected to provide increased employment opportunities and facilitate production of a wide range of goods and services for mass consumption. It would also lessen the pressure of unemployed labour

The next Five-Year Plan

K. K. SHARMA
New Delhi

on farm land and help generate additional incomes in the rural sector.

Electricity generation is expected to grow from about 165bn kwh at the end of the sixth plan to 270bn kwh in 1990.

The substantial increases are proposed in production of basic goods which contribute to the strength and performance of the economy, such as steel which is targeted to reach a production of 18m tonnes and cement which is expected to be about 50m tonnes by 1990.

Originating railway freight is expected to be about 375m tonnes by 1990 compared to 275m tonnes at the end of the Sixth Plan.

Crude oil production is expected to rise to at least 35m tonnes. A substantial step-up is also envisaged in fertiliser production.

Basically, the plan aims at reducing the population below the poverty line in the country to 23 per cent, a 14 per cent advance on the expected Sixth Plan achievement of reducing to 37 per cent the number of people below the poverty line (compared to 51 per cent at the start).

The projection is part of the long-term perspective to reduce the sweep of poverty to around 10 per cent of the population by 1995.

This is considered feasible, given the thrusts contained in the plan's approach document for farm growth and rural development combined with increased employment and building up of capital and productive assets on land.

The total population is expected to continue to grow at around 1.88 per cent, reaching by 1990 a level of 805m from the existing 734m.

The plan will attempt not only to create employment opportunities to absorb this net addition to the workforce, but also try to reduce the backlog that will spill over from the Sixth Plan.



HAMBROS BANK

Our agent in India is

HAMBRO NICCO FINANCIAL SERVICES LIMITED

Offices in Calcutta, Bombay and Delhi

Representation in Madras

Contact: Simon Woodroffe, Hambros Bank Limited,
41 Bishopsgate, London EC2P 2AA. Telephone: 588 2851PEC
A technological presence.
Worldwide.

PEC. Taking the fruits of Indian technology to the markets of the world. Exporting a vast array of railway equipment and sophisticated engineering products. Handling turnkey projects in nations across the globe. A multi-product, multi-market, multi-discipline organisation.

Railway Equipment

Passenger coaches, freight cars, locomotives and bogies are exported by PEC. Now running on tracks in Europe, Africa, South East Asia, the Middle East and the Far East.



Projects & Equipment Corporation of India Limited

A subsidiary of the State Trading Corporation of India Ltd.

Hambro's, 15 Bankers Road, New Delhi - 110001

Telex: 02162529 PEC IN Tel: 321451/321425

0316195 PEC IN cable: PECOINDO

LONDON OFFICE: Projects & Equipment Corporation of India Ltd.

26, Curzon Street, London W1P 0EY. Tel: (01) 463 2255 / 469 7820 Telex: 22712 ESTICI G

Engineering Equipment

PEC has taken Indian engineering equipment to far destinations. The list includes textile machinery, machine tools, steel plant equipment, automatic bolsters, agricultural implements, construction equipment, castings and forgings and many more.

Turnkey expertise

PEC undertakes turnkey projects from feasibility reports to the production line gets moving, to the training of operational personnel. PEC specialists in Civil Construction, Cement Plants, Pulp and Paper Plants, Sugar Mills, Textile Mills and all kinds of Chemical, Electrical and Mechanical Engineering.

up to industrial setting up of industrial estates.

PEC. In the markets of the world.

INDIA 7

Western institutions queue to enter

CHASE MANHATTAN is first in the queue; several others are lining up behind.

India's long-standing refusal to see any major expansion of the network of foreign banks has not dampened the enthusiasm of many U.S., European and Japanese banks in seeking branches in Bombay and Delhi.

Mr Rajiv Gandhi's promise to modernise Indian industry and the expectation of higher foreign borrowings have heightened the perception of the potential rewards.

The slow pace of India's borrowings over the past few years has meant that its credit rating remains excellent and that many western banks have considerable scope to increase their Indian assets.

The odd exception—Société Générale—is the latest to the general rule against allowing any more branches. It kept hopes alive.

Chase has been waiting nearly a year and has adopted a high profile in international loan syndications for India to press home the point that it has something to offer.

India's official stance is that it considers applications on the basis of reciprocity—it will grant permission only when Indian banks are given a similar opportunity in the country of origin of the foreign bank.

But the policy has become

Foreign Banks

PHILIP STEPHENS

outdated because the rapid expansion of the Indian banks abroad is largely over. There are more U.S. banks in India than vice-versa, but only because the Indian banks have not sought to expand further in the U.S.

The decision last year to allow Société Générale to upgrade its representative office into a full branch did not square with the reciprocity formula and has strengthened the view among foreign bankers that the Government is operating a case-by-case approach.

The overall policy will remain restrictive but exceptions will be made for banks which can demonstrate that they can make a positive contribution to Indian development.

The obvious lure for the banks is the prospect of an increased share in the rising commercial borrowing and traditional corporate and trade finance business. But there is also the potential offered by the recent boom in India's capital markets.

Both Grindlays, with 56

branches the largest foreign bank in India, and its smaller though still substantial rival Standard Chartered, have established thriving merchant banking divisions.

Bank of America, which has achieved a high profile in the country despite having only four branches, is also strengthening its capital markets division, though like all U.S. banks it suffers from the handicap of not being able to underwrite local capital issues.

The view among foreign bankers is that the Government's industrial liberalisation policies will generate demand for an increasingly sophisticated array of financial services.

Michael Richardson, the chief executive of Standard Chartered's merchant banking division, says that the 1973 foreign exchange act which forced foreign companies to sell-off their majority holdings in their Indian subsidiaries has provided a sizeable proportion of its business.

But the stock exchange boom has prompted demand for a much wider range of services. These include managing domestic equity and debenture issues, underwriting, advice on mergers and acquisitions, and overseas finance.

That view is shared by P. N. Vijay, the manager of Grindlays merchant bank division,

Foreign banks in India

	No. of branches
Grindlays Bank	56
Hongkong and Shanghai Banking Corporation	20
Standard Chartered Bank	24
Citibank	6
Bank of America	4
N.T. and S.A.	4
American Express I.B.C.	3
Parque Nationale	5
De Paris	5
British Bank of the Middle East	1
Bank of Tokyo	2
Algemeine Bank Nederland	2
Mitsui Bank	1
Small Bank	1
Parque Indo-Suez	1
European Asian Bank	1
Bank of Nova Scotia	1
Emirates Commercial Bank	1
B.C.C.I. (Overseas)	1
Bank of Nova Scotia	1
Société Générale	1
Branches total	134

Source: Press Trust of India

who says that it now has a much broader range of activities than five years ago.

Perhaps a third of the division's direct income in India comes from capital issues, another 15 per cent from rupee financing and 20 per cent from lease-broking.

Banks reach the heartland

A BRANCH for every 15,000 people puts India in the ranks of many developed countries in the general availability of banking services.

The spread of the Indian banks to the rural heartland of the country since nationalisation in 1969, breaking the grip on agriculture of the village moneylender, is justly claimed as a remarkable achievement.

The number of branches has risen six-fold to around 47,000, while the banks' deposit base has climbed from Rs50bn (£3.3bn) to more than Rs700bn (£46.7bn).

The system of concessional loans to farmers is acknowledged even by the critics of nationalisation as having played a key role in the green revolution which has made India self-sufficient in grain.

But if the social aims have been achieved the legacy is a banking system that to the Western eye is unprofitable, offers poor services, is inefficient and often corrupt.

The latest estimates available suggest that the 21 state-sector banks have made profits of only Rs700m (£46.7m) in 1983. The foreign banks in India, which have a minute 4 per cent share of deposits, made Rs170m (£11.3m).

The consensus within the Indian banks has been that since they act as a catalyst for wealth creation in the rest of the economy their own profitability was of subsidiary importance.

The emphasis on the social rather than the market role was underlined in a recent speech by

Financial institutions

PHILIP STEPHENS

the managing director of the State Bank of India, the country's largest bank.

Addressing shareholders (8 per cent of the equity is still in private hands) on the SBI's performance in 1984, Mr Shri A. S. Puri devoted 16 pages to its success in meeting Government targets for lending to different priority sectors. Not once did he mention profits.

There are signs though that just as the Government is now insisting that other public sector industries must generate profits banks are also coming under scrutiny.

That is not to say that there will be a fundamental shift in approach. The Government has made it clear that it expects the nationalised banks to continue channeling 40 per cent of all lending to the so-called priority and small-scale enterprises—at favourable interest rates.

The extent of official regulation in this respect was emphasised in a recent publication of the Reserve Bank of India. It listed no less than 67 different sectors and sub-divisions ranging from seed distribution to pre-shipment export credits which qualify for loans at below market rates.

Dr Manmohan Singh, a former chairman of the Reserve Bank and now deputy-chairman of the Planning Commission, has also made it clear that the branch expansion policy will continue, albeit at a slower pace than in the 1970s.

The aim is to draw more cash into the banking system to fund development, with a target for the national savings ratio in the Seventh Plan of 26 per cent compared to the current 22 or 23 per cent.

All banks, including the foreign and the handful of private Indian banks, at present have to invest 36 per cent of their total deposits in approved public securities and that

Bank branch expansion

Public sector and other commercial banks				
Banks	Number of offices on			Increase in the number of offices in rural centres†
	30.6.83	30.6.83	30.6.84	30.6.83 and 30.6.84
State Bank of India	1,569	6,396	6,636	5,067
Subsidiaries of SBI...	893	2,965	3,117	2,224
14 nationalised banks	4,134	18,567	19,387	15,253
Regional rural banks	...	6,473	8,369	8,369
Total of public sector banks...	6,596	34,401	37,500	30,904
Six banks nationalised on April 15 1980...	419	3,187	3,205	2,768
Total	7,015	37,588	40,705	33,690
Other Ind. scheduled commercial banks	990	4,323	4,456	3,556
Foreign banks	130	133	134	4
Total of all commercial banks ...	8,262	42,079	45,332	37,070

† Rural centres—places with a population up to 10,000.

Source: Economic Survey 1984-85, Government of India.

† Rural centres—places with a population up to 10,000.

Source: Economic Survey 1984-85, Government of India.

figure will shortly rise to 37 per cent.

A further nine per cent of deposits are absorbed by the cash liquidity requirement of the Reserve Bank.

The net result is that the state-owned banks are free to lend only around 15 per cent of their resources at what might be termed market rates, though even here there is a ceiling of 17.5 per cent.

The basic thrust of policy, therefore is unlikely to change. But both the Reserve Bank and the Finance Ministry have signalled that within that overall strategy they want a drive towards modernisation, greater efficiency and increased profits.

Philosophy

This is a philosophy which Mr J. S. Varshneya, the new chairman of the Punjab National Bank, terms "profitability within the constraints of the nation's economic and social needs."

In an increasingly competitive environment, the banks would have to rely on greater efficiency and improved service to a far greater degree than in the past, said Mr Singh in a major policy review of the Banks' role in the Seventh Plan.

In a short-lived move which was introduced in April this year, the Reserve Bank liberalised the regulatory framework governing short-term deposits, raising the maximum interest

rates payable on deposits of up to one year to 8 per cent from between 3 and 4 per cent.

The immediate reaction of the nationalised banks was horror—they feared that such a rise would wipe out whatever small profits they make, and under the aegis of the Indian Banks' Association they attempted to peg rates at 4 per cent.

But the small private and foreign banks broke ranks forcing all to go to the maximum 8 per cent.

However, the experiment was abandoned by the Reserve Bank after only a few weeks operation on May 25. The banks argued that there would be an outflow of not less than Rs 2bn in interest payments and this would hit profitability.

The authorities are also encouraging a drive towards computerisation and after years of wrangling a deal has now been concluded between managements and unions.

The SBI, which with its associates accounts for around 35 per cent of all deposits, plans to spend Rs1.5bn (£100m) on a three-year computerisation programme.

Another focus is the poor accounting and management procedure in many banks, which have led to allegations of widespread irresponsibility and corruption in loan operations.

Tackling that problem and the bureaucratic inertia which has crept into most public sector banks will be no easy task.

State-owned institutions a major force

MOST TERM lending to Indian industry is channelled through a series of state-owned or controlled financial institutions.

These provide straightforward long-term finance, underwrite share or debenture issues, arrange project finance and for major investments usually insist on equity participation. They also refinance loans made by the banks.

They have emerged as the major force on the country's stock markets, controlling perhaps 30 per cent of all share capital. The institutions also act as the channel for most foreign borrowing for the private sector, raising credits under their own name for on-lending to different ventures.

The main country-wide institutions are as follows:

● Industrial Development Bank

of India (IDBI)—the umbrella national development bank, wholly-owned by the Government of India and with an authorised capital of Rs 4bn (£260m). Principal sources of funds are borrowings from the Government, Reserve Bank and abroad, and bond issues on domestic markets. Appraises and supervises industrial projects acts as a lender of last resort and, in particular, provides finance for large and capital-intensive projects.

● Industrial Finance Corporation of India (IFCI): set up in 1955 with the encouragement of the World Bank to channel overseas grants and loans into industrial development. Authorised capital of Rs 500m (£33m). Major shareholders are other Indian financial institutions although 13 per cent of the paid-up capital is still held overseas. Frequently raises foreign exchange resources on international markets and has extended its operations to rupee loans, merchant banking and leasing.

● Life Insurance Corporation

of India (LIC): set up to take over life insurance business from 244 private companies which were nationalised in 1956. Initial capital of Rs 50m (£3.3m) provided by Government. Funds at end-March 1983 totalled Rs 91bn (£56.1bn). Minimum of 75 per cent of resources investment in central and state government securities, 10 per cent allocated for private sector shares and debentures.

LIC provides assistance to industry through direct subscription to and underwriting of capital issues and direct loan assistance.

● General Insurance Corporation of India (GIC): established to take over the role of private general insurance companies which were nationalised in 1973. Capital and funds stood

at Rs 2bn (£133m) in December 1982. 70 per cent of investments are reserved for specified investments in the public sector.

● Unit Trust of India (UTI): established in 1964 to mobilise small savings for productive investment, an associate institution of IDBI. Total investments of Rs 8.7bn (£560m) at end-June 1983.

● Export-Import Bank of India (EIMbank): established in 1982 to strengthen institutional backing for non-traditional exports. Authorised capital Rs 2bn (£133m); operates various lending programmes to promote exports of engineering and capital goods and related services.

PHILIP STEPHENS

We've Built Them All!

A Construction Company that is 120 years old has obviously undertaken a wide variety of projects.

From small villas to large commercial buildings... from hospitals to housing complexes... from industrial townships to five-star hotels (one of which is India's tallest sky-scraper). A world-trade centre, a sports stadium, and an atomic research centre — we've built them all.

Looking for fresh opportunities, we moved to the Middle East, where against stiff competition from some of the most renowned international companies we were awarded the contract for constructing the Royal Palace at Muscat.

With our associates and collaborators, we have constructed some of the most prestigious buildings in the Middle East.



EXPERTISE FOR EXPORT

During the last 120 years, we have naturally built up a vast team of specialists with the technical and managerial skills to carry out any construction project anywhere in the world. Turnkey projects and joint ventures would also be welcome.



SHAPOORJI PALLONJI & CO. (PVT.) LTD.

International Operations Division, Engineering & Construction Contractors
New India Centre, 17 Cooperage Road, Bombay 400 039 India
Telex: 011-3523 HYTEE; 011-2124 SCAL; Tel: 2020228, 2020762

INDIA 8

BUSINESS MANAGEMENT STYLES: A FAMILY OF ENTREPRENEURS

The R. P. Goenke Empire: Duncan Enterprises

	*Gross turnover Rs m	Profit (loss) pre-tax Rs m	Gross fixed assets Rs m
CEAT Tyres	2,586.2	69.3	412.0
Dunlop India	3,202.7	84.5	982.5
Bayer India	748.0	54.5	236.9
Searle India	249.3	64.2	82.0
Kamani Engineering	780.9	26.9	185.7
Asian Cables	233.6	4.3	133.9
Wiltech India	35.0	(6.5)	149.7
Philips Carbon	344.0	36.8	56.8
Murphy India	151.2	(8.8)	40.9

* All results are for 12 months 1983-84 or 1984 calendar year except: CEAT Tyres, 15 months to June 30 1984; Dunlop and Bayer, 1983 calendar year; Philips Carbon, year to November 30 1983; Murphy India, 18 months to June 30 1984.



Mr R. P. Goenke (left) and his sons, Harsh Goenke, 27, and Sanjiv, 24. Mr R. P. Goenke was last month elected vice president of the Federation of Indian Chambers of Commerce and Industry.

PROFILE: THE GOENKE EMPIRE

Aggressively expanding tycoons

HARSH GOENKE, age 27, is managing director of CEAT Tyres of India. Sanjiv, his 24-year-old brother, is deputy managing director of Dunlop India. Both are young by any standards to be at the top of company management.

They are part of India's hereditary management system and are the sons of Mr. R. P. Goenke, 54, who is one of the country's most aggressively expanding tycoons.

"I bought Dunlop to give Sanjiv, who is based in Calcutta, a springboard to start in business. His brother Harsh has companies based in Bombay, including CEAT Tyres. Now I want both of them to grow from that and work independently of me," says Mr. R. P. Goenke.

Sanjiv ran a small loss-making tyre unit when he was 21, and last December took on his post at Dunlop where he works alongside Mr. John Hammond, 38, a Dunlop executive from the UK who is managing director.

Harsh started his managerial career in charge of a small loss-making cotton mill when he was also 21 and became managing director of CEAT Tyres at the age of 23. He and top executives know that his father expects him to emerge as head of the family businesses.

Both sons say that they feel they bring their family's entrepreneurial flair to work alongside professional hired managers.

The companies in the R. P. Goenke fold are grouped together in Duncan Enterprises which owns nothing but acts as an informal umbrella. Quite often the Goenkes' stake is small — for example it is only 9 per cent in Bayer and 4.9 per cent (plus another 4.9 per cent held by an associate) in Dunlop.

After five years of extremely rapid growth the current total turnover is Rs8bn (£533m), up from only Rs700m in 1979. The target for the next five years to 1990 is roughly to double the present figure to Rs15bn.

Takeover

This is one of three branches of the large Goenke family which have been run separately since 1979. The others are controlled by Mr. R. P. Goenke's younger brothers, JP and GP, and are in textiles, chemicals, jute, tea, tobacco, synthetic fibres and petrochemicals.

Together, they have a total turnover of about Rs14bn which makes them the third biggest business family after the Tatas (Rs30bn turnover) and the Birlas (Rs28bn).

Mr. R. P. Goenke was a close contact of the late Mrs. Indira Gandhi, former prime minister, and his expansion came in a series of controversial market raids and takeover bids which received the backing and approval of the Government.

He started his working life in the former Duncan's man-

aging agency and began his expansion trail in 1981. Since then, he has gone into the rubber business with CEAT and Dunlop which each have 16 to 17 per cent of the Indian tyre market, pharmaceuticals with Searle, rubber and other chemicals with Bayer, consumer electronics with Murphy and transmission towers with Kamani Engineering. His only major defeat was when he failed to win Premier Motors, one of India's two major car producers, two years ago.

Now electronics, rubber and possible synthetic fibre are to be the main growth areas. Mr. Goenke says he is turning away from takeovers and is concentrating on new collaborations with foreign multi-nationals for the next phase of growth. Pepsico, IIT, Olivetti, Dupont and Nippon Zeon are among the international link-ups arranged for collaborations in soft drinks and fruit processing, telecommunications, computers and data systems, industrial nylon and synthetic rubber.

Mr. Goenke says he believes in mixing India's traditions of hereditary family ownership and control with professional managerial expertise — most of his companies are run day-to-day by hired professionals and the two sons are put through business school courses at the Geneva International Management Institute.

"Whatever I am today is due to Harvard," says Mr. R. P.

Goenke, who went on the school's advanced management programme for six months in the late 1960s. "It taught me two things in life — its case studies taught me to examine each problem or proposal independently without bias and without getting emotionally involved. It also made me self-reliant. Maybe it was in me anyway. But it brought me out."

Other cynical or jealous Indian business rivals might see it differently and put the Goenke success down to two other factors rather than Harvard training. One is that the Goenkes belong to India's famous aggressive and allegedly unscrupulous trading sub-caste, the Marwaris. After the Birlas, the Goenkes are probably the most successful Marwaris.

The second factor stems from the Marwaris' skillful willingness to take part in India's traditional and deeply corrupt business and political life. Mr. Harsh Goenke admits the Marwaris' bad reputation — "I would say they are very good at getting things done — when a Marwaris says he will get something done, he will do it and use whatever means are available."

Mr. Sanjiv Goenke tactfully dodges the question, saying all Marwaris are different. But his father firmly rebuts stories that allege he used political favours and black money to purchase his controlling interests in companies like Dunlop.

"Those stories are absolutely wrong — malicious," he says.

JOHN ELLIOTT

PROFILE: ADITYA BIRLA

An industrial overlord

IT WAS more than 35 degrees centigrade outside and every one else was in open-necked shirts and sandals, but businessman Aditya Birla seemed perfectly comfortable in his navy blue suit, black brogue shoes and firmly fastened tie.

Surrounded, as are all Indian tycoons, by a group of secretaries and aides, he was writing a letter to the Prime Minister offering his condolences and support after the recent wave of sectarian bombings.

Though the suit matched his image as perhaps the most sober (rivals would say dour) of the country's major industrialists, he was relaxed enough with a visiting journalist to ask for advice on the phrasing of the letter.

At 42, Aditya Birla runs one of India's longest-established and highest industrial empires, the Birla Group, which he heads along with his father B. K. Birla. His status is further enhanced by a seat on the board of the Reserve Bank of India. Group is a misnomer, because Indian anti-monopoly laws bar the establishment of an umbrella holding company with overall control.

Through a complex series of interlocking shareholdings, some held by friends and relatives, son and father control a sprawling network of companies with a turnover conservatively estimated at Rs 25bn (£1.6bn) a year.

Aditya himself runs companies ranging from the long-established Gwalior Rayon and Hindustan Aluminium in India, to nine companies in South-East Asia with interests as diverse as edible oil, carbon black and

textiles. The palm oil plant in Malaysia, he says, is the largest in the world.

The overseas companies he set up himself, as he did Indian Rayon, the third prong of his domestic empire. Gwalior and Hindustan were passed on from his father.

Rajiv Gandhi's March Budget, with its emphasis on industrial modernisation and liberalisation has boosted Aditya Birla's natural confidence.

Businessmen in countries like India, where industrial success depends crucially on securing the right Government licences, can always be expected to publicly praise the Government of the day.

But Birla's enthusiasm for the young Prime Minister was more than tokenism — "he understands the economic realities of India... his policies are sound, pragmatic and visionary," was just one of a whole



Aditya Birla: plenty of enthusiasm for India's young Prime Minister

Companies controlled by Aditya Birla

All figures in millions.					Pre-tax profit/turnover (loss)	
Indian companies		Year	Currency	Gross fixed assets	Sales	Profit/turnover (loss)
Gwalior Rayon	31.12.84	Ruppee	3,157.5	3,719.6	106.9	
Indian Rayon	30.6.84	Ruppee	1,546.2	963.5	29.3	
Hindalco	30.12.84	Ruppee	2,242.0	2,855.8	111.3	
Foreign companies						
Thal Rayon	31.12.83	Thal Bhatt	385.3	634.0	(3.9)	
Thal Carbon	31.12.84	Thal Bhatt	274.0	37.3	(2.9)	
STPP Plant						
PT Indo Bharat	31.12.84	Indonesian Rupia	21,542.1	27,313.3	4,656.2	
PT Elegant	31.12.83	Indonesian Rupia	6,533.7	10,872.3	(487.6)	
PT Sunrise	31.12.83	Indonesian Rupia	7,948.8	11,080.7	148.5	
Indohil Textile	31.12.84	Piso	86.5	187.9	12.8	
Pan Century Edible	30.9.84	Malaysian \$	33.8	487.2	9.9	
Indo Thal Synthetics	30.7.84	Rupia	212.8	342.4	35.0	

All figures in millions

Source: The Birla Group

string of compliments. The explanation is that he sees the Government industrial liberalisation policies as providing the opportunity for a major expansion of the Birla Group.

"We have plans for cement plants, fertiliser plants, petrochemicals," he says.

But what of the view that the major industrial groups in India had prospered not in spite of, but because of, strict Government regulation — that once a businessman had jumped the hurdle of securing permission to produce something, then he had a licence to print money because there was no competition?

"That may be true of 20 to 30 per cent of companies. But we have proved our ability to compete against the best — the Japanese and the Americans — in South-East Asia."

The high-cost structure of Indian industry, he says, is a direct result of the restrictive Government policies which the Prime Minister is beginning to dismantle.

And what of the huge disparities between rich and poor in India. Did not he, probably a millionaire several times over, feel uncomfortable in a country with so much poverty?

The answer was another question: "Should India seek to pull down the rich or to improve the lot of the poor? Should we distribute poverty or create wealth? Let the masses get the benefit of more competition." In other words, what is good for the Birlas is good for India.

It was much the sort of response one might have expected from Aditya's grandfather, G. D. Birla, the founder of the family empire.

PHILIP STEPHENS

PROFILE: DHIRUBHAI AMBANI OF RELIANCE TEXTILES

A man of boundless ambition

"YOU MEAN the article which claims that I've got where I am because of Minks with Mukarjee?" enquired India's textile king. "I'll get you a copy, I've nothing to do with it. Besides, India you don't get anywhere with the help of just one man."

Dhirubhai Ambani is not a man to give a bull a wide berth. He takes it by the horns and shakes it till it lies down. The article Mr. Ambani was referring to claimed he had used his close friendship with one of the late Mrs. Indira Gandhi's senior ministers to secure licences and approval for some of the projects which have made his Reliance Textile empire the country's fastest growing industrial giant.

Mr. Ambani's links with Mr. Pranab Mukherjee, the former finance minister, will certainly not have done him any harm. They should not, however, obscure the fact that Mr. Ambani has engineered one of the most remarkable successes witnessed even by India's racy business world.

Political influence has certainly been a factor. Mr. Ambani will admit to helping individual politicians along the way — "I believe in helping my friends," he says. But denies assisting any one political party. A long-time hustling associate says Mr. Ambani covers all bets which, in the merry-go-round of Indian politics, is no bad thing.

Advertising has been another. Reliance has its own advertising agency and has turned Vimal, its brand-name, into the first product most Indians ask for when shopping for cloth.

Most of his admirers and even many of his detractors, however, say that what distinguished Mr. Ambani from the rest is his ability to think originally and his courage to put even his most daring ideas into effect.

Reliance was the first Indian company, for example, to go in for convertible debentures as a path to growth. When others were borrowing from the state or inviting large institutional investors to take a stake in their companies, Reliance went out into the market looking for the small shareholder. Since 1977, he has looked after those shareholders well. Shares worth Rs10,000 in 1977 are valued at Rs2m today. Last year, Reliance gave a dividend of 40 per cent.

Reliance recently put another



Sales assistant demonstrating cloth in a Bangalore store

tinguishes Mr. Ambani from the rest is his ability to think originally and his courage to put even his most daring ideas into effect.

Reliance was the first Indian company, for example, to go in for convertible debentures as a path to growth. When others were borrowing from the state or inviting large institutional investors to take a stake in their companies, Reliance went out into the market looking for the small shareholder. Since 1977, he has looked after those shareholders well. Shares worth Rs10,000 in 1977 are valued at Rs2m today. Last year, Reliance gave a dividend of 40 per cent.

Rs500m of convertible debentures on the market. They were heavily over-subscribed within hours when others were having trouble selling their issues.

Reliance also pioneered the use of independent outlets and dealers "where loyalty" Mr. Ambani ensures by the spectacular growth in Reliance shares and products. Another important factor in helping Reliance grow has been the use of highly sophisticated equipment which is regularly replaced making full use of investment allowances.

Reliance industries have also managed to steer clear of labour troubles. Mr. Ambani while looking after his staff and rewarding his senior associates particularly well — many have become very rich — is also something of a slave-driver. Foreign experts who flew out to help build Reliance's 10,000-tonne polyester filament yarn plant at Patalanga, found themselves working on the site so intensively that the plant was completed in 13 instead of 24 months — a feat which impressed even the hard-nosed men from the U.S.'s Du Pont de Nemours.

Where does Mr. Ambani go from here? His enemies ("I have many," he says "Every time I change orbit, I acquire new ones"), say that he is in too much of a hurry. In the new climate created by Mr. Rajiv Gandhi, India's new Prime Minister, a man like Dhirubhai Ambani may find it much harder going.

ALAIN CASS

NEI

IN INDIA

NEI is an international group of companies in the forefront of power and communications technology. Our association with India has been long and successful. It embraces direct supply, collaborative manufacture, and the management of complete projects in the fields of electrical power, communications, mining, offshore and marine equipment, mechanical handling, process plant and construction.

Of our many projects in India the largest is the 1000MW Riband super thermal power station, now halfway to completion. The value of plant supplied from the UK exceeds £230 million and besides providing total contract engineering and management we are supplying from

our own resources the boilers, transformers, switch-gear, cranes, structural steelwork, control and instrumentation systems and many other types of equipment.

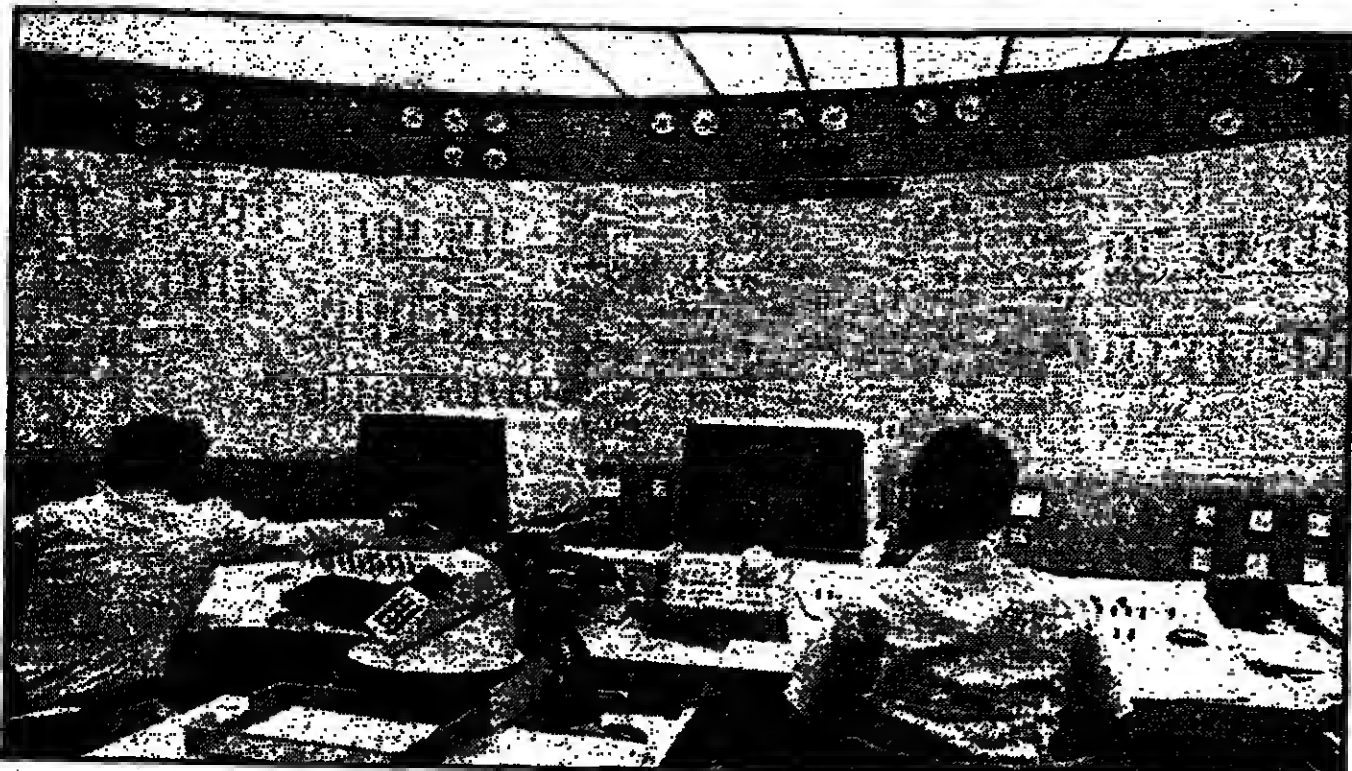
NEI's involvement in Indian engineering and manufacturing covers cranes, electrical plant, system protection equipment, shell and water tube boilers and water treatment plant. NEI Parsons is long-established as a supplier of large high-reliability turbine generators for Indian power stations.

For copies of our publication "NEI - Engineering Worldwide" please contact



Northern Engineering Industries plc
NEI House, Regent Centre
Newcastle-upon-Tyne NE3 3BB
England

The Government has ambitious new targets for improving industrial growth, efficiency and competitiveness in overseas markets.



India is admitting more foreign technology and equipment into the country that will speed up industrial development. Above, the computerised load-despatch centre at the heart of the Trombay Thermal Power Station

Bold plans for reform

INDIA has embarked in the past few months on its most ambitious and wide-ranging series of reforms in industrial and trade policy since the country's independence 28 years ago. While continuing as a planned economy with a system of bureaucratic controls and a major role for the public sector, the Government is trying to improve industrial growth, efficiency and international competitiveness.

It is doing this by relaxing many industrial controls that inhibit managerial freedom to react to market conditions. It is also admitting into the country foreign technology and equipment that will speed up industrial development, forcing some parts of Indian industry to face foreign competition for the first time instead of being able to produce poor quality, expensive goods for the previously captive domestic market.

"The major weakness is our efficiency. Our industries are not as efficient as other industries in the world and certainly not as efficient as we would like them to be."

"Their productivity is low, quality standards are not up to those in the rest of the world. The cost of production is still very high and in many areas there is technological stagnation. These are the challenges that we face today," Mr Rajiv Gandhi told a recent meeting of the Davos-based European Management Forum in Delhi.

The reforms were started by the late Mrs Indira Gandhi in 1980-82 at the start of her last term as Prime Minister. But the steam went out of many of her initiatives although she commissioned reports which have inspired the current reforms.

There is to be a general switch from physical controls to fiscal controls for trade and industrial policy. "We want to shift from the discretionary controls where someone in government either rejects or accepts an industrial application to control by tariffs on trade and by credit and fiscal policy on industrial development," says Mr Vishwanath Pratap Singh, Finance and Commerce Minister.

Policies for trade and industry

JOHN ELLIOTT
New Delhi

Such a change would enable an industrialist to decide whether to import equipment and start an industrial project on the basis of the cost of import tariffs and bank interest. Up till now, his main concern has been winning licences and approvals from civil servants.

But some trade protection will continue, even though tariffs are being lowered.

Protection

"We want to expose industry to external as well as internal competition so we do not want tariffs that are too high," says Mr V. P. Singh. "But we must continue with tariffs because some protection is needed by industry in its infancy."

For example tariffs are being cut drastically, for large computers not made in India, to

encourage their use by Indian businesses. But high tariffs are being reimposed on goods which are developed and being made in the country to protect them from competition.

The main changes in industrial policy are:

● Introduction of the concept of "broad banding" for industrial licensing. This will allow manufacturers production flexibility to react to customer demand and material shortages without needing government approval.

For example, a manufacturer of a four wheel vehicle such as a heavy lorry providing he does not have to buy foreign technology can switch into car production. Broadbanding has been introduced for: four and two wheel vehicles; machinery for paper and pulp, chemicals, pharmaceuticals and fertilisers; machine tools.

The list is now being expanded into drugs and chemicals, agricultural equipment and other areas.

● A list of 25 industries have been removed from licensing, providing the companies involved do not fall within the orbit of the Monopolies and Restrictive Trade Practices Act (MRTP) or Foreign Exchange Regulation Act (FERA).

The industries include electronic components, motor vehicles, cycles, machine tools, industrial sewing machines, office equipment and industrial gases.

● The threshold for company size above which the MRTP restrictions apply has been raised from Rs200m (£13.3m), to Rs1bn.

● The list of industries of strategic national importance where MRTP companies need not apply for lengthy approvals from the Government's Company Law Board is being extended. This major change enlarges the list from ten to 37.

industries, bringing in sectors such as iron castings, transmission line towers, electrical motors with starters, ten types of electronic components, pollution control equipment, and machine tools.

All these industries will later be included in the Government's key Appendix One industries which are open to MRTP and FERA companies.

● Existing arrangements for automatically endorsing and enlarging approved industrial capacities are to be renewed and expanded to increase production flexibility.

● A Board for Industrial Revival and Reconstruction is to be set up to implement a policy for the country's 88,000 small and 440 large sick industries. About 10 per cent of the total will be dubbed "inevitable" and closed, and the rest will be nursed back to health.

● There are no plans for changing the basic FERA rules of foreign investment although foreign technology and equity is now being encouraged to boost technological development, especially in electronics and telecommunications. The discouragement of the use of foreign trade marks and brand names will also continue.

● Various industries such as tea, leather and parts of engineering are to be identified as "thrust areas" which will receive special concessions and a co-ordinated approach from different Government ministries.

● Relaxations of import tariffs have been announced for various industries, including electronics. In addition, 201 extra items have been included in the list of capital goods allowed from the country by open government licence (OGL). An Import Export Pass Book Scheme has been introduced to allow manufacturers duty free import of parts for export production.

The trade deficit widens

INDIA'S trade gap soared to a record Rs 59,955m in 1983-84 and, despite the encouraging increase in exports by nearly 19 per cent in the first nine months of 1984-85, the deficit is expected to be much the same as in the previous financial year.

This is causing obvious concern, although there is no short-term crisis because a strong inflow of capital from non-resident Indians has boosted foreign exchange reserves. But if efforts to close the gap do not succeed over the next few years, it would put a question mark over the liberalisation of imports during the past few years.

Having seen the damage to industrial competitiveness that a restrictive policy has inflicted in the past, officials think that any major reversal of trade policies is unlikely.

Indeed, they would like to initiate more, rather than less, liberalisation. What they would like to see is a change in the direction of trade with the main partners so that a better balance of trade bilaterally is reached.

The main example is the U.S., now India's largest trading partner but only by accident. The U.S. accounts for nearly all the exports of crude oil from India's Bombay High offshore oilfield. As a result, exports to the U.S. increased by a seemingly impressive 47.8 per cent in 1983-84 and have shown a high level in 1983/84 and 1984/85 because of this single item.

Yet the trend is deceptive. Exports of crude from Bombay High are due only to the fact that India lacks the refining facilities to process the particular kind of crude produced and until these are established (within a year or two), the oil has to be exported even though India remains a net importer of crude.

Once these processing facilities

Concern over trade figures

K. K. SHARMA
New Delhi

ties are established oil exports to the U.S. will dry up and the usual heavy adverse balance of trade against India will return. This is because imports from the U.S. are going up at the rate of roughly 30 per cent annually; and because of the increasing import of high technology and capital and consumer goods from the U.S. As a result of the Government's industrial policies, the Indo-U.S. balance of trade will continue to worsen.

Curiously, the position on Indo-Russian trade is totally different. Trade with the USSR is conducted on the basis of bilateral clearing arrangements involving balanced trade in non-convertible Indian rupees. Because of the trade surplus that has emerged in recent years, mainly because of the inability of the Soviets to meet India's needs for technology and

capital goods, the objective of bilateral balancing required a temporary adjustment in trade flows.

As a result, India's exports to the Soviet Union declined by nearly 16 per cent in 1983-84, while imports increased slowly by around 8 per cent.

In the last couple of years, the effort has been to achieve balanced trade by a higher level of exports and imports. In the trade protocol with the Soviet Union for 1984 and 1985, a substantial growth in exports was envisaged. This could, if the Russians continue to find themselves as exporters mainly of primary goods like crude and fertilisers, present problems of a different kind than those encountered in Indo-U.S. trade.

Officials concede, however, that India's overall trade problems lie in cutting down bulk imports through higher internal production and stepping up exports so that the global deficit is brought to manageable proportions within a few years, before the country's foreign exchange position deteriorates. They want to use the cushion provided with the present situation to make this possible.

India has innumerable schemes and incentives to boost exports and a high level of achievement has been made. Total exports increased by 4.6 per cent in 1980-81 and then by 16.3 per cent in 1981-82 and a further 14.1 per cent in 1982-83 despite the continued deterioration in the international trade environment and increased protectionism in the industrialised countries.

The key items that registered

a significant increase in 1983/84 were gems and jewellery, tea, sugar, ready-made garments, raw cotton, handmade carpets, cashew kernels and spices.

But, these are mainly either primary goods of the traditional kind or items in which India has special skills and a comparative advantage in costs because of low labour charges. Ready-made garments and carpets are obvious examples. The more important increases that will be of permanent value, officials recognise, should be those based on the country's industrial capabilities.

Recession

Unhappily, exports of manufactured goods, such as machinery and transport equipment as well as textiles and jute goods, witnessed a decline in 1983/84. This is only partly due to the recession in the world economy and protectionist policies in the importing countries. There were even some internal factors like industrial unrest.

Yet it is now being increasingly realised that the answer lies in making Indian industry competitive through opening it to battles with potential and actual rivals and forcing it to survive without the protection it has enjoyed. An essential ingredient is to help industry along in its modernisation efforts and hence the stress being placed on imported modern technology.

Should these efforts pay off, the momentum achieved by the traditional exports and those of the newer kind will be matched by exports of a wide range of engineering goods.

SPP

JOINS ITS INDIAN COLLEAGUE KIRLOSKAR IN SPECIALLY WELCOMING PRIME MINISTER RAJIV GANDHI TO EUROPE.

SPP - designers and suppliers of fluid handling packages and systems to the world's fire control, environmental and industrial markets.

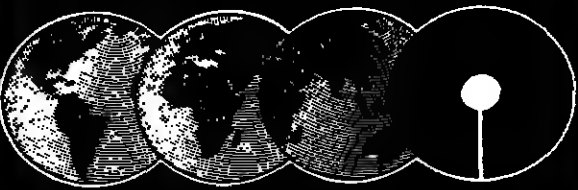
SPP Limited,
Oxford Road, Reading,
Berks RG3 1JD, England.
Telephone: 0734 25555. Telex: 848189.

Success to you all the way
Prime Minister Rajiv Gandhi
for strengthening the bridges of amity
everywhere.



KIRLOSKAR BROTHERS LIMITED ● KIRLOSKAR ELECTRIC COMPANY LIMITED
KIRLOSKAR OIL ENGINES LIMITED ● KIRLOSKAR CUMMINS LIMITED
KIRLOSKAR PNEUMATIC COMPANY LIMITED ● THE MYSORE KIRLOSKAR LIMITED
KIRLOSKAR CONSULTANTS LIMITED

State Bank of India - growing internationally



Over the last decade State Bank of India has been developing an international network which now covers 27 countries through 42 offices. Current plans include further expansion.

We provide a wide range of international banking, merchant banking and correspondent banking services including syndicated loans, project finance and export credits. Also, as the largest domestic banking group - with over 10,000 branches - and 175 years of commercial banking experience, we are ideally placed to add momentum and unparalleled local knowledge to your business with India.

State Bank of India

Central Office:
New Administrative Building, Madame Cama
Road, Bombay 400 021
Telephone: Bombay 232426. Telex 112995 SBID

Bahrain • Bristol • Cairo • Cayman Islands • Chicago
Colombo • Dacca • Dubai • Frankfurt
Hong Kong • Jakarta • Lagos • London
Los Angeles • Male • Manila • Moscow • Nassau
New York • Panama • Paris • Singapore • Teheran
Tokyo • Toronto • Vancouver • Washington
and other centres.

We wish we could show you all the pictures.
But we can only give you the numbers.



Almost every new life insurance policy tells a story of love for the family and concern for the security of its members.

The Life Insurance Corporation of India wrote new individual life business of over Rs. 54,000 million in 1984-85, covering about 2.70 million families.

In addition, 0.7 million lives were also covered under 2326 new Group Schemes.

Under-privileged sections brought under group cover include the deaf and the blind, labourers and weavers, village folk-artists and artisans and many more.

Priority sectors of economy such as agriculture, power, housing, water supply, industry etc. get sizeable investment from LIC.

An LIC Policy therefore goes beyond personal or family security; it helps to provide a better standard of living for the people.



Life Insurance Corporation of India
- a catalyst in India's economic growth.

UK CONSULTANCY SERVICES LTD

UK firms, especially small and medium, with proven expertise and latest technology have a unique opportunity to benefit by participating in the expanding Indian market. We specialise in arranging collaboration with suitable Indian parties based on our knowledge of Indian industry. Lump sum/royalty payments arranged for providing expertise and know-how to Indian entrepreneurs. Our immediate requirements for know-how/collaboration include: synthetic yarn spinning and manufacture of chemicals, pharmaceuticals, ophthalmic glass, valves, fire safety equipment, wallpapers, vitamins, electronic devices and auto engines etc.

Interested parties please contact:
Dr R. K. Sahi, 22 Barnwood Road, Barnhurst, Kent DA7 6LQ
Telephone: 0222 53467 • Telex: 595122 SECORAS G



Workers move steel sheeting at the Ashok Leyland plant, near Madras

Fresh initiatives welcomed

WHEN INDIAN businessmen from all parts of the country met at a convention in mid-May, there was a significant point on which they were unanimous.

During speeches over three days, many spoke of the "constructive approach" of the new Prime Minister towards the private sector, and it was clear they were hopeful of a new era of co-operation between the Government and the business community.

They had in mind, of course, Mr Rajiv Gandhi's emphasis on "improvement in productivity, absorption of modern technology and fuller utilisation of capacity" which, he says, should acquire the status of a national campaign.

He has also given an assurance that the Government will open up more areas for the private sector in the interest of full growth of the economy.

To businessmen, this is a refreshing change from the dominant position given to the public sector in the past three decades and the rigid controls and bureaucratic delays they have faced. They have taken new heart from the last budget which, as Mr D. M. Patodia, the newly-elected President of the Federation of Indian Chambers of Commerce and Industry (FICCI), said - "has, while laying emphasis on growth, for the first time taken a long-term perspective."

What Mr Patodia finds particularly satisfying is the fact that the reduction of effective rates of income and corporate taxes has met a long-felt need for facilitating large internal generation of resources by companies and helped ease the demand-constraints through enlarged disposable incomes.

His industrialist colleagues joined him in welcoming the policy packages in respect of industries, such as automobiles and electronics, and the flexibility in product mix. They also applauded the facilities for achieving economies of scale, updating technology and the freedom given to industries which, they hoped, would be extended to as many units as possible.

As one leading industrialist says: "The assurances made by the Government, and the steps that have already been taken in that direction, do indicate that the economy will function in a new environment which will facilitate growth and achieve the objective to which the Government and the country have addressed themselves."

Yet there is a degree of wariness about the new flexibility that the Government has shown, particularly as spokesmen of the private sector point to a number of areas in which changes are still to be effected.

"Field policy initiatives," they say, are needed on further relaxation of administrative controls and industrial licensing, in enabling the so-called "moments houses" and companies covered by guidelines of the Foreign Exchange Regulation Act (FERA) to expand and to permit the financial institutions to ease restrictions on competitive forces.

Businessmen think that the time has arrived for the Government to begin discussions on the precise role of the private sector, particularly as the seventh Five-Year Plan has given this a welcome extended role that would require a 10 per cent annual growth rate in private industry if the overall rate of 5 per cent is to be achieved.

FICCI estimates that the financial resources required by the private sector during the five-year period amount to Rs 666bn at 1984 prices. On the basis of past trends in retained earnings, capital markets, borrowings from the financial institutions and other sources like commercial banks abroad, the total available may not be more than Rs 497bn, leaving a large gap of Rs 169bn.

The lack of funds to fulfil the role earmarked for them worries businessmen as they would like to see further policy changes to ensure the 10 per cent annual growth expected of it. The most important is the reduction of the capital

output ratio. The budget for 1985-86 has already moved in this direction by lowering import duties on project imports. Project costs would be further lowered if excise duties on capital goods and equipment are removed.

Secondly, the private sector feels that generation of internal resources, which has shown a decline in the recent past, can be accelerated by reduction in corporate tax rate to 45 per cent without withdrawal of existing concessions, like those on investment allowances.

Finally, the private sector wants the terms and conditions imposed on loan agreements by the public financial institutions modified, particularly as regards the debt-equity ratio which should be eased on the viability and capital intensity of the project.

A particularly galling condition has been the clause that enables the financial institutions to convert loans into equity, thus threatening companies with a take-over. This has led to much uncertainty and has held back investment decisions despite official assurances that the clause will not be used indiscriminately.

In sum, the private sector welcomes Mr Gandhi's initiatives and thinks that major role assigned to it gives it the chance to expand and act constructively to help the country's development. It is keen to take advantage of opportunities offered. But much remains to be done before businessmen can breathe as freely as they would like.

There are three main areas in which the private sector would like to see further policy changes to ensure the 10 per cent annual growth expected of it. The most important is the reduction of the capital

output ratio. The budget for 1985-86 has already moved in this direction by lowering import duties on project imports. Project costs would be further lowered if excise duties on capital goods and equipment are removed.

Private sector looks ahead

K. K. SHARMA
New Delhi

Businessmen think that the time has arrived for the Government to begin discussions on the precise role of the private sector, particularly as the seventh Five-Year Plan has given this a welcome extended role that would require a 10 per cent annual growth rate in private industry if the overall rate of 5 per cent is to be achieved.

FICCI estimates that the financial resources required by the private sector during the five-year period amount to Rs 666bn at 1984 prices. On the basis of past trends in retained earnings, capital markets, borrowings from the financial institutions and other sources like commercial banks abroad, the total available may not be more than Rs 497bn, leaving a large gap of Rs 169bn.

The lack of funds to fulfil the role earmarked for them worries businessmen as they would like to see further policy changes to ensure the 10 per cent annual growth expected of it. The most important is the reduction of the capital

output ratio. The budget for 1985-86 has already moved in this direction by lowering import duties on project imports. Project costs would be further lowered if excise duties on capital goods and equipment are removed.

Secondly, the private sector feels that generation of internal resources, which has shown a decline in the recent past, can be accelerated by reduction in corporate tax rate to 45 per cent without withdrawal of existing concessions, like those on investment allowances.

Finally, the private sector wants the terms and conditions imposed on loan agreements by the public financial institutions modified, particularly as regards the debt-equity ratio which should be eased on the viability and capital intensity of the project.

A particularly galling condition has been the clause that enables the financial institutions to convert loans into equity, thus threatening companies with a take-over. This has led to much uncertainty and has held back investment decisions despite official assurances that the clause will not be used indiscriminately.

In sum, the private sector welcomes Mr Gandhi's initiatives and thinks that major role assigned to it gives it the chance to expand and act constructively to help the country's development. It is keen to take advantage of opportunities offered. But much remains to be done before businessmen can breathe as freely as they would like.

There are three main areas in which the private sector would like to see further policy changes to ensure the 10 per cent annual growth expected of it. The most important is the reduction of the capital

output ratio. The budget for 1985-86 has already moved in this direction by lowering import duties on project imports. Project costs would be further lowered if excise duties on capital goods and equipment are removed.

Secondly, the private sector feels that generation of internal resources, which has shown a decline in the recent past, can be accelerated by reduction in corporate tax rate to 45 per cent without withdrawal of existing concessions, like those on investment allowances.

Finally, the private sector wants the terms and conditions imposed on loan agreements by the public financial institutions modified, particularly as regards the debt-equity ratio which should be eased on the viability and capital intensity of the project.

A particularly galling condition has been the clause that enables the financial institutions to convert loans into equity, thus threatening companies with a take-over. This has led to much uncertainty and has held back investment decisions despite official assurances that the clause will not be used indiscriminately.

In sum, the private sector welcomes Mr Gandhi's initiatives and thinks that major role assigned to it gives it the chance to expand and act constructively to help the country's development. It is keen to take advantage of opportunities offered. But much remains to be done before businessmen can breathe as freely as they would like.

There are three main areas in which the private sector would like to see further policy changes to ensure the 10 per cent annual growth expected of it. The most important is the reduction of the capital

output ratio. The budget for 1985-86 has already moved in this direction by lowering import duties on project imports. Project costs would be further lowered if excise duties on capital goods and equipment are removed.

Secondly, the private sector feels that generation of internal resources, which has shown a decline in the recent past, can be accelerated by reduction in corporate tax rate to 45 per cent without withdrawal of existing concessions, like those on investment allowances.

Finally, the private sector wants the terms and conditions imposed on loan agreements by the public financial institutions modified, particularly as regards the debt-equity ratio which should be eased on the viability and capital intensity of the project.

A particularly galling condition has been the clause that enables the financial institutions to convert loans into equity, thus threatening companies with a take-over. This has led to much uncertainty and has held back investment decisions despite official assurances that the clause will not be used indiscriminately.

In sum, the private sector welcomes Mr Gandhi's initiatives and thinks that major role assigned to it gives it the chance to expand and act constructively to help the country's development. It is keen to take advantage of opportunities offered. But much remains to be done before businessmen can breathe as freely as they would like.

There are three main areas in which the private sector would like to see further policy changes to ensure the 10 per cent annual growth expected of it. The most important is the reduction of the capital

New markets open up in urban areas

Growth of consumerism

DINA THOMSON

"THE TIME is now ripe in India to move into consumer goods. And foreign industrialists do not have much of a choice. With demand in the west approaching a standstill, soon the only major expanding consumer markets left will be India and China," says Mr Ashok Birla, a leading businessman in the country's biggest family group of companies.

There are those who would disagree. In a country of 740m people, where nearly one Indian in two still lives below the poverty line, most in remote villages, and only 3m people pay taxes, talk of a "consumer boom" can seem, at best, somewhat removed from reality.

It is undeniable, however, that from electronics to packaged noodles, consumer goods are beginning to be big business in India. Estimates by Indian businessmen and foreign companies displaying a new interest in India place the size of the consumer market as high as 150m people.

The accelerated pace of urbanisation in the country has been accompanied by a rise in disposable incomes as the economy has become more buoyant in recent years. Changing tastes and demands among India's urban population have been reinforced and shaped by an assault of advertising for consumer goods.

Japanese companies have recently carried full-page advertisements in Indian newspapers for consumer goods which are banned for import into the country.

As more Indians have travelled abroad, particularly to the Gulf, Europe or the U.S. for employment opportunities, they have returned laden with consumer durables for their families, bringing in fresh tastes and creating new needs.

Although the great rural/urban divide in the country has reflected very different tastes, advances in communication, and particularly the onset of television, have made it easier to market a common product.

"Until very recently you could not reach more than 25m people in the country through advertising and newspapers. A revolution in television in the past two years has made it possible to reach 70m. The new media has cut across traditional barriers," comments Mr V. Narayanan, chairman of P. V. Narayanan (India) Ltd.

When the Indian Government allowed the widespread import of colour televisions for a short period before the Asian Games in New Delhi in November 1982, India displayed an almost insatiable demand for them.

Necessities

The new Prime Minister, Mr Rajiv Gandhi, has made it clear that he believes consumer needs must be provided with basic necessities and a choice of quality products. As his Government takes decisive steps to liberalise the economy and encourage foreign collaboration, foreign companies are beginning to take another look at India.

Recent changes in economic policies set well short of opening the door wide, however. They are designed to provide the import of high-technology to meet needs that cannot be met indigenously. In the field of electronics, encouragement will be given to the manufacturing of consumer items such as digital watches, video recorders and microwave ovens.

Companies attracted so far range from electronics to those, such as PepsiCo and possibly Coca-Cola, which are interested in tapping the vast consumer market for their bottled soft drinks.

PepsiCo provides an example of a slow, cautious approach to the changing Indian scene on foreign collaboration. The company spent eleven years evaluating the Indian market. At the end of April it submitted a formal application for a joint

venture with Duncans Enterprises of Calcutta, owned by the R. P. Goenka family, to promote exports and fruit processing companies around India.

The operation of a fruit juice factory in the north-western state of Punjab and a strong export commitment may win PepsiCo Government approval for a project that will include the sale of its Pepsi-Cola brand soft drink nationwide.

Pepsi proposes to import the concentrate for Pepsi-Cola and set up bottling plants in India. Voltes, part of the Tata group of companies, is to be involved in the distribution.

If the Government gives PepsiCo the go-ahead, it will be taking the unusual step of allowing a foreign company to bring in a brand-name product.

Indian businessmen suggest that if Coca-Cola, which left in 1977 after a battle with the Indian Government over foreign investment restrictions, were allowed back, it would be partly because of the high visibility of the Coca-Cola brand name, drawing attention to India's new liberalisation policies.

Foreign and Indian companies alike are finding that collaboration in the burgeoning consumer market can be shown to have a crucial "high-tech" component.

The Kothari Industrial Corporation in Madras announced a joint financial and technical collaboration with General Foods of the U.S. in April to manufacture soluble coffee, vegetable-based protein products and powdered drinks.

The new company plans to market TANG instant breakfast drink in India in the future, and has already started test marketing Kool-Aid under the name Ju-C in Delhi and Bombay.

Variety

In its case to the Government, Kothari argued the need for technology which General Foods could provide, alongside the benefits of bringing nutritious inexpensive powdered beverages "well within the reach of the masses." Ju-C provides a full day's Vitamin C requirement.

The new company, Kothari General Foods Corporation, also has a 60 per cent export obligation.

Both Kothari General Foods and PepsiCo if successful will be taking advantage of the government's new policy of value-added exports from agricultural areas. Instead of exporting fresh fruit, for example, the policy aims to minimise spoilage and increase employment through processing and packaging activities.

Other Indian companies have also been quick to tap the consumer market. Richardson-Hindustan, a Bombay-based company in which Richardson-Vicks of the U.S. has a minority share, is excited about its plans to market ayurvedic over-the-counter medicines for common ailments.

Voltes, mainly a distribution company, has linked up with Johnson Wax of the U.S. and has just launched a floor cleaner-shiner called "Beauty Floor." It intends to start marketing Raid insect-killer in March-April 1986.

Voltes is enthusiastic too about the taste of "cookies" (as opposed to biscuits) in India. With their higher fat content, they are perceived as more nutritious than biscuits, and come into the category of "fast food."

India has a long tradition of "fast food" - snacks which vary from region to region and are consumed at all times of the day. But as the middle class becomes more westernised, and both husband and wife begin to work, the interest in western-style "fast food" is expected to receive a major boost.

The Indian company, Nirula's has been involved in "fast food" for over a decade. But it now faces competition from India's first foreign fast food restaurant - a Wimpy Bar in New Delhi.

The Wimpy project, including the setting up of the first restaurant and the building of a specially designed factory outside Delhi, involves an initial investment of \$4m. It is financed by two Indians from United Biscuits' Wimpy subsidiary and could provide a ready market for United Biscuits if it decides to set up joint biscuit venture in India.

Setting An International Trend In MODERN SARIS AND FABRICS



SARI PALACE LTD.
of BAKER STREET

6 Baker Street
London W.1
Tel: 01-935 3699/935 0627
(INDIA EMPORIUM LTD - Hong Kong Group of Companies)

10 Central Square, High Road
Wembley, Middx.
Tel: 01-903 468/902 8192

Rajiv Gandhi's new approach, seeking industrial efficiency, has yet to be tested

Pride in social balance sheet

"YOU CANNOT look at the public sector purely from a profit and loss angle—you have to draw up a social balance sheet," says Mr Harbans Singh, Director General of the Bureau of Public Enterprises, a grouping of all public sector industries.

The chairman of a substantial number of India's public-sector companies seem to agree, taking pride in the traditional public sector role of providing employment and encouraging the creation of a wider economic base by investing in so-called "backward areas."

The new Government has yet to spell out its policies for the public sector, but Prime Minister Rajiv Gandhi has made it clear that he would like to see greater industrial efficiency. Some businesses in the public sector may not be allowed to die, he says.

The adherence by many senior officials in the public sector to social welfare priorities may make life difficult for a new government which is hoping to change the public sector. There are, of course, public sector officials who believe that productivity must be a higher priority than providing jobs, but such sentiments are still expressed with hesitation.

Any signs of a new approach still have a long way to go before they penetrate the actual workings of the public sector, and it is too early to say just how successful Mr Gandhi will be.

The Prime Minister has taken a particularly tough line against managers and financial institutions involved in companies which become serious loss-makers, or "sick units," as they are known in India.

Private sector companies which have become "sick" have, in the past, been taken over by the Government, which has then wrestled with their difficulties with only the occasional measure of success.

Protect

"The decision to nationalise a unit has in the past been a purely political decision, with no economic justification. It has been done to show the government is acting, it is probable, it is about the people," says Mr Singh.

Senior Government officials suggest that in future the government may be a great deal more cautious in taking on "sick" units. But chairman of public sector companies continue to support the Government's role in the past.

"In order to protect employment the Government has had to take over industries. They are then more like hospitals, but the Government is blamed for their losses," comments Mr K. Krishnamurthi, chairman of Hindustan Petroleum Ltd.

No senior public sector official will deny that there is gross overmanning in its industries. Mr Singh estimates it to be at least to the extent of 25-30 per cent, and possibly more.

Automotive industry production

	1982	1983	1984	1985*	1986†	1987†	1988†	1989†	1990†
Two-wheelers	528,000	632,000	787,000	937,000	1,12m	1.3m	1.48m	1.66m	1.85m
Passenger cars and utility vehicles	42,000	43,000	46,000	78,000	100,000	110,000	125,000	135,000	140,000
Commercial vehicles	80,000	86,000	88,000	106,000	120,000	140,000	160,000	180,000	195,000

* Target production. † Anticipated demand.

Source: Department of Heavy Industry, reports, 1984-85.

Consolidation period follows expansion

AFTER THREE hectic years of rapid expansion, dominated by technology from Japan, India's motor manufacturers will soon settle down to a period of consolidation.

Virtually every Japanese manufacturer of two-wheelers, passenger vehicles and commercial vehicles, has signed agreements for production in India in the three years since Maruti Udyog, a company owned by the Indian Government, set the pace with a 800cc car tie-up with Suzuki.

Previously, it is only potential producers of passenger cars and four-wheel drive vehicles who have major investment decisions outstanding. Various companies, including Ashok Leyland, Mahindra and Mahindra, Telco, Bajaj Tempo and DCM (formerly Delhi Cycles Mills) are considering using relations in the Government's licensing system (called broad banding) to diversify into passenger cars from other four-wheeler production.

The Indian Government is unlikely to issue any more production licences. Car production has been licensed for 200,000 vehicles a year. But this can go up under the broad-banding concept with producers of other four-wheel vehicles switching some of their production to cars. A total capacity of about 4m a year has been licensed for two-wheelers although the Government's projected demand for 1989-90 is only 1.8m.

The total licensed capacity for commercial vehicles is 135,000 against a projected demand in 1989-90 of 195,000. But the major task facing the industry is to develop a range of component manufacturing plants which can supply goods at the speed and quality required by Japanese companies such as Suzuki, Honda, Nissan, Toyota and Isuzu. Until the Maruti car project became a clearly permanent and viable business last year, few

second year running. Its pre-tax profit of Rs 16,076m amounted to 53.27 per cent of the total pre-tax profit earned by profit-making enterprises.

ONGC's sister companies, Oil India and Indian Oil Corporation, ranked second and third, with pre-tax profits of Rs 1,979m and Rs 1,440m, respectively.

Of the total pre-tax profit of Rs 30,177m earned by 110 profit-making public sector enterprises in 1983-84, 78.26 per cent was contributed by the top ten enterprises. The remaining 102 companies were loss-making in 1983-84.

"The public sector has been unfairly judged. Given its other aims, financial results should not be the sole criterion for judgement," suggests Mr Wasis Kishor, secretary of the Standing Conference on Public Enterprises (SCOPE), an organisation representing public sector industries.

In its Seventh Five-Year Plan, India intends a public-sector investment of Rs 1,800bn, despite a serious lack of funds. Of the total loss of Rs 10,000m incurred by the public sector in 1983-84, 55.25 per cent was accounted for by ten enterprises.

"You have to live with over-manpowering to some extent—and for some time," says Mr Harbans Singh. "You have to try to curtail the workforce while increasing investment, re-orienting production and diversifying to absorb more people in different activities."

The Government is now actively encouraging industrial diversification in the public sector. But although there is a growing desire to draw a line on projected losses in the future, widespread constraints on productivity remain.

Judged

Senior officials in the public sector do not deny the existence of political interference and the restrictions imposed by short-term appointments with no clearly defined parameters of individual responsibility.

But they suggest that the existence of such "apologia" in the system makes it virtually impossible to detect true incompetence.

While the need for more professional management with the freedom to take initiatives and be judged by them is widely recognised in the public sector, there is still a great deal of scepticism over the possibilities for change.

"Mr Rajiv Gandhi says he is going to keep track of the operations of public sector companies on a computer," says a senior public sector official. "But that technique is not going to tell him how they function—or change the way in which they function. There is no sign that the culture of the Government or the decision-making process has changed."

Steel sector's performance

	1980-81	1981-82	1982-83	1983-84	1984-85 projection
Bhilai	17.51	66.89	19.95	2.83	profit
Bokaro	17.30	6.54	18.09	0.55	profit
Rourkela	18.57	21.72	74.99	100.32	profit
Durgapur	8.44	0.70	44.23	63.73	loss
TISCO*	28.79	37.11	71.05	24.36	
TISCO	26.46	77.85	44.87	26.01	
SAIL†	1.01	39.17	105.76	214.53	

* Indian Iron and steel company, West Bengal. † Includes (1) Alloy Steel plant, Durgapur; (2) Salem steel plant and other units.

Source: Ministry of Steel.

The public sector plants have moved into profit but they are chronically under-utilised

The circle that cannot be squared

THE PROBLEMS facing the Indian steel industry are likened by one foreign expert to a circle that simply cannot be squared.

A shortage of cash prevents the rapid modernisation and rehabilitation of plants that are 25 years old, while delays result in the escalation of costs.

India's five public sector integrated plants suffer from a chronic under-utilisation of capacity, in broad terms, about two-thirds of overall capacity.

Most of them are in desperate need of modernisation and rehabilitation. But the Steel Ministry's budget for 1985-86 has been cut by over a third from Rs 14,300m (Rs53m) last year to Rs 9,250m this year.

The public sector steel industry as a whole made a modest profit, estimated at Rs 500m in the financial year ending March 31, 1985. The previous year saw losses of Rs 2,140m, with the Indian steel industry reflecting the world-wide steel recession.

After exceeding its steel production target of 8.17m tonnes for last year, the Government is aiming for a comfortable production target of 9.8m tonnes in 1985-86. It anticipates a demand of over 20m to 25m tonnes a year by the end of the century.

The Steel Authority of India (SAI) has been instructed to stop exporting steel in order to make sure that domestic demand is satisfied, and India intends now to meet that demand by modernising its existing plants rather than increasing capacity.

The only major new plant is the 3.5m tonne integrated steel plant being built at Vishakhapatnam on the east coast (also known by its anglicised name Vizag) with initial Soviet collaboration. It is expected to come on stream this year, a long way behind schedule.

But Mr Natwar Singh, Minister for Steel, says that even if Vishakhapatnam and a new plant which might be built at Vijayanagar, in the southern state of Karnataka, were to operate at full capacity, India would still need to import steel at the end of the century. There has been no concrete action on the Vijayanagar plant since the late Prime Minister, Mrs Indira Gandhi laid the foundation stone 15 years ago as a political gesture.

Capacity

Nor has there been any action on the steel plant in Orissa, originally to be sited at Paradip and then moved inland to Daitari, which was built briefly in 1982 to Britain's Davy McKee as a \$125m turnkey contract that was cancelled. It is now impossible to tell whether the plant will be built as old-style integrated steelworks, but one of the other might go ahead on a smaller scale, possibly using a coal reduction process developed in Austria and Germany by Voest-Alpine.

The Seventh Five-Year Plan for steel is essentially one of "consolidation," says Mr Singh, with Vizag targeted to add 1.5m tonnes to capacity by the end of the decade.

The Government has plans to rehabilitate both Durgapur and Rourkela in Orissa, built with German assistance in 1959. But there is unlikely to be enough money to keep Vizag going while modernising the other two plants. As Vizag has been built with Soviet collaboration, the official commentators for completing the job are considerable.

India now appears to have ruled out modernisation of either Rourkela or Durgapur on a turnkey basis and intends to maximise Indian participation. West Germany is still involved with Rourkela and Britain has held repeated discussions with the Indian Govern-



The tea crop this year could reach a record 655m kg

Plea for more incentives

Tea Industry

P. C. MAHANTI

THE INDIAN Government is worried that the value per unit of tea exports is falling. In 1984, the country earned its highest ever unit value of Rs 34.68 (Rs20) a kilogram and the export earnings from tea rose to a record Rs 7,450m. That record is unlikely to be repeated.

The Government thinks that if the industry concentrates more on value-added items—such as instant tea, tea bags and packet teas—part of the expected fall can be made up. But the industry says there is a limit to what can be done about raising value-added tea exports. In any case, it says that the Government's incentives should be more liberal and match those of Sri Lanka which has been exporting on an average some 30 per cent of its output in this form, against India's bare 3 to 4 per cent.

India exported nearly 215m kilograms in 1984. But for a Government-imposed ceiling on exports the figure would have been much higher. The ceiling for 1985 is 220m kilograms, although a great deal will depend on the final size of the crop.

According to reports so far, India could well achieve the target of 655m kilograms because the extra output involved is only 10m kilograms, for which the industry has sufficient potential already. The crop in 1984 eventually came up to 645m kilograms, far ahead of the target and some 55m kilograms more than the crop of the previous year which was 28m kilograms more than that of 1982.

Thus, India has produced an additional 85m kilograms in just two years which, for example, is equal to three-quarters of Kenya's peak production or the entire production of the rest of Africa and that of Indonesia, half of Sri Lanka's

the industry is not prosperous or is making inadequate profits. The industry has hailed this as a great concession, but would like the rate of agricultural income tax levied by the producing States appropriately reduced to get the full benefit of the Central fiscal relief.

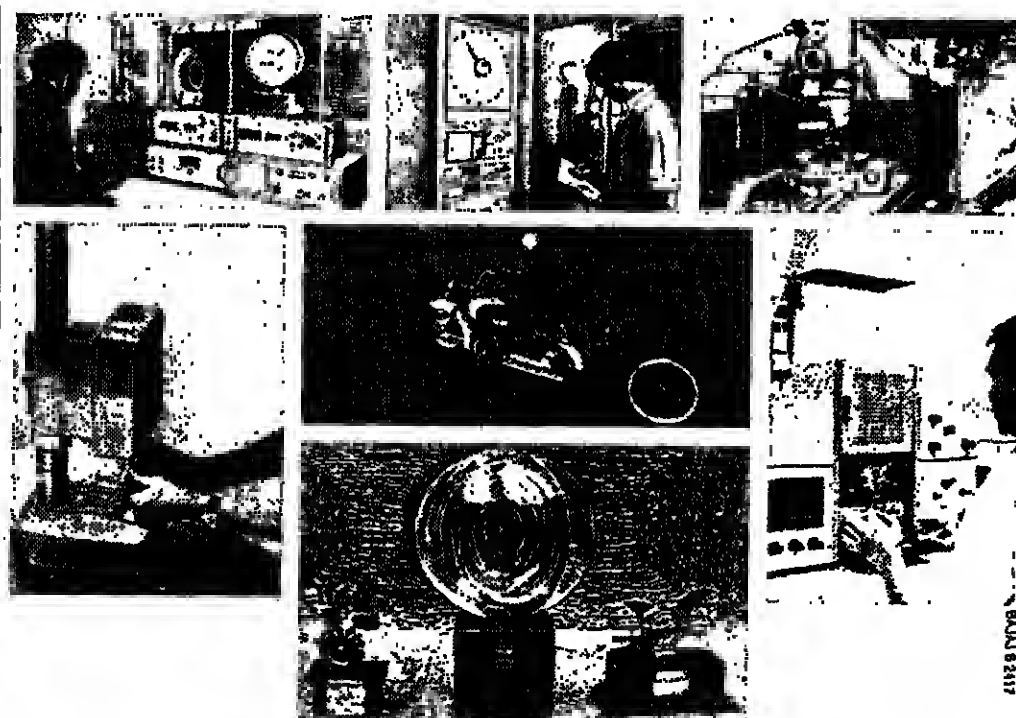
The Seventh Plan development programme for tea aims at raising production to 700m kilograms and exports to 281m kilograms in order to maintain the country's present share of 28 per cent of the world market. The programme involves an investment of Rs 50m, one-third of which the industry is required to provide. The balance will come from public financial institutions, the Tea Board, banks and from the National Bank of Rural Development which has been set up specially to look after agro-industries such as tea.

Tea prices have started falling. But providing the price does not fall below 1983 levels, the industry will continue to earn profits, though at a lower rate, according to Mr Mumtaz Ahmad, the immediate past president of the Indian Tea Association. A buoyant and growing domestic market is keeping up the industry's morale.

India's tea production

Year	Production kg m	Average auction price Rs a kg	Exports kg m	Value Rs a kg	Retention kg m
1980	569.65	13.60	224,026	19.35	345,524
1981	560,041	13.94	241,246	18.00	318,795
1982	560,732	15.60	189,896	18.70	370,836
1983	588.77	23.92	266,976	24.70	380,293
1984	645,297	28.59	214,928	34.69	430,569

Source: J. Thomas and Co., statistics department.



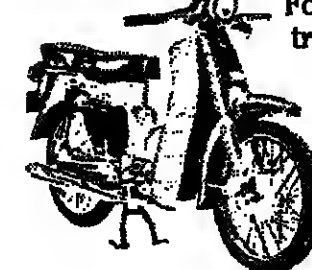
Bajaj Autoingenuity

India isn't the West. Indians don't buy two-wheelers for fun. They are a necessity. Yet, the roads aren't perfect. Petrol isn't cheap. Service and spare parts aren't available at every corner. That's why Bajaj Auto has developed its scooters to a level of ruggedness and reliability where they command a premium in the open market. People pay premiums only when they know they are getting value for their money.

That's how we designed and built the Bajaj M50 motorcycle too. To be the most powerful, rugged, lowest priced, genuine 50cc motorcycle in the country. Soon, you'll see the more powerful Bajaj M80 on the road.

That's why we designed the Bajaj Rear Engine Autoriksha. For cheaper, more comfortable public transportation.

That's Bajaj Auto ingenuity. Making vehicles which India needs. Making them very well. Making over 300,000 a year. By 1987-88 we should be making over 700,000; with Indian ingenuity.



bajaj auto ltd
Value for money, for years

Scramble for entry into a large market

IF MR RAJIV GANDHI is trying to initiate India into the 21st century, his most revolutionary step has been to make sure that the country catches up with the rest of the world in electronics, a field in which it is far behind. He has done this by opening the industry to foreign companies and large Indian industrial houses and encouraged computerisation by Government departments and the private sector alike.

The new electronics and computer policies of the Indian Government have attracted sufficient interest among foreign companies to cause a near scramble for entry into what is undoubtedly a large market. Indians are hearing names they had noted only in advertisements in foreign magazines while hundreds of companies and organisations enter with zest the wonderland of electronics and computers.

Local electronics and computer companies, which had made investments in what they considered a sheltered area, are fearful of the competition but

Electronics and computers

D. P. KUMAR, NEW DELHI

many are taking advantage of the new liberalisation by entering into collaboration and joint venture agreements. They envisage rapid growth. Usha Microcomputers, for instance, hopes for a 12-fold growth in the next five years. Some big foreign names are

showing interest. Hewlett Packard of the U.S. and Siemens of West Germany are negotiating entry into the manufacture of mini and personal computers. Burroughs of the U.S. may also join in. Indian firms like India Control Data Corporation, Data General, Digital Equipment and Prime Computers are gearing up for the time after November 1986, when reservation in favour of the Government-owned electronics corporation comes to an end.

There are, in fact, 27 Indian computer companies, many of them with collaboration agreements with units in the U.S., Britain, France and West Germany, and even the Russians are trying to get into the act. The potential market is huge. The domestic Indian Airlines has belatedly started a much-needed computerised booking service. The giant Oil and Natural Gas Commission is to computerise its operations with

a large capacity IBM 3085. Mr Gandhi has ordered all Government ministries and departments to be linked to a central system and senior civil servants are somewhat uneasily learning what to do with terminals. Schools are teaching computer science and new jobs are being found as thousands of companies computerise operations. The new rationalised computer policy, announced a few months ago, will try to enable manufacture in the country of computers based on the latest technology, at prices comparable with international levels and progressively increase indigenousisation.

It simplifies existing procedures to enable users to obtain computers meeting their requirements either from within the country or abroad, also seeks to promote appropriate applications of computers which are of development nature, with due regard to long-term benefit

of computerisation to the country as a whole. To catch up with the rest of the world and improve technology and lower costs in the electronics industry, the Government is trying to initiate its new policy that has generally liberalised the licensing policy and avoided controls, with no upper limits on capacity and no restrictions of sectoral nature except where specific reservations are made on special consideration.

Stress

Internal production is being encouraged as far as possible but components which are not produced in the country will be allowed to be imported at low import duties. Stress is being laid on quality and reliability.

Official estimates are that total electronics production in 1984 was worth Rs 18,920, nearly 40 per cent higher than in the previous year.

Consumer electronics registered the highest growth at about 78 per cent, followed by component at 32 per cent and computer control and instrumentation at 30 per cent.

But the Indian electronics industry is still small by international standards. Reaching the importance and criticality of electronics to national development, a fairly ambitious target of Rs 100bn has been laid down for 1990, the terminal year of the seventh Five-Year Plan.

So far, India has imported nearly 35 per cent of electronic requirements and this has enabled a substantial expansion of the television network, satellite communications facilities and expansion and digitalisation of a telecommunications network.

If future plans are carried through, officials hope there will be a further rapid expansion and a quantum jump in electronics.



Soldering circuits at a Madras factory

Gap grows between supply and demand

Demand for machine tools

DINA THOMSON

THE INDIAN machine tool industry is still awaiting the revolution that will take it firmly into the manufacture of memorably controlled and computer numerically controlled (CNC) machines for which demand is steadily increasing.

Although India succeeded in bringing down its import requirement for machine tools from 80 per cent shortly after Independence in 1947, to 30 per cent today, the technological gap between domestic demand and the availability of machine tools is growing. Of the 30 per cent now needed, two-thirds are numerically controlled and CNC high-precision specialised machines.

The Indian machine tool industry lost five or six crucial years between 1978 and 1981, says Mr S. Kannungu, a joint secretary in the Department of Heavy Industry. The slowness of the user industries' recognition of the relevance of NC and CNC machines has been both mirrored and matched by the machine tool manufacturers' lack of willingness to manufacture high-technology machines.

While there are more than 2,000 manufacturers of conventional machines, Hindustan Machine Tools (HMT), a public-sector company which is India's largest machine tool manufacturer, remains one of just three companies making the control panels for CNC machines.

HMT is well known for its innovation and willingness to go into technologically more advanced machines. But although Kirloskar and Bharat Fritz Werner in the private sector also make CNC systems, the manufacture of such control panels is described by a senior official in the government department of heavy industry as "in an embryonic stage."

Some eight or nine other companies, including Mysore Kirloskar, Praga Tools and Walechandagar (formerly Cooper Engineering) are manufacturing CNC machines, but not the control panels.

Reluctance on the part of the private sector to move into



Scraping the bearing on a cylindrical grinder at Hindustan Machine Tools, Bangalore

high technology is being only slowly dispelled by government policy. In July 1983 machine tools were the first industry to be made eligible by the Government for "broad-banding" whereby industrial licences for the manufacture of products were given on a broad rather than a narrow basis to give companies more managerial freedom.

A company manufacturing milling machines for example did not have to go through bureaucratic red tape again in order to obtain a licence to manufacture horizontal boring machines.

In the recent budget further liberalisation was introduced when machine tools were included in a list of 95 industries exempted from all basic licensing procedures.

The Government has also gradually eased the import policy on components for the manufacture of applied machine tools. But anomalies still exist in a policy which aims to supply about 75 per cent of the country's requirements of CNC machines indigenously by 1990.

In the 1984-85 budget, import duty on CNC systems was brought down to 35 per cent to enable indigenous manufacturers to build CNC machines at competitive prices. Before that time it was considerably cheaper for a machine tool manufacturer to import an entire CNC machine rather than import the parts for assembly.

Some private sector machine tool manufacturers feel neglected by the Government's slow changes in industrial and trade policy over the years. The import duty on CNC machines still varies from 75 per cent to 150 per cent. However, the problem is acknowledged at the Department of Heavy Industry, which is currently negotiating with the Finance Ministry to bring that duty down to below 35 per cent.

The Department of Heavy

Industry is aiming for 75 per cent of India's requirement of CNC machines to be indigenously produced by 1990. Mr Kannungu describes the target as "difficult, but not unattainable."

India's production of machine tools amounted to Rs 2,750m in value in 1983-84, a growth over the previous year of just 0.9 per cent. The Seventh Five-Year Plan suggests a production target of Rs 3,150m for 1984-85, with HMT estimating its machine tool turnover in the year ending March 31, 1985 to be Rs 1,250m.

By the year 1992-93 the machine tool industry is targeted to reach a production level of Rs 11,500m. In its perspective plan for the machine tool industry (1983-1993), a committee headed by Mr T. V. Mamsukhani, the chairman of HMT, recommends an average growth rate of 15 per cent per year.

The Government has reacted to pleas for more research and development in the industry by setting up the Central Machine Tool Institute in Bangalore.

Some machine tool manufacturers in the private sector express concern at what they see as a tendency for foreign collaborators in other industries to snap up machine tool orders as well.

The collaboration in the automobile industry between Maruti Udyog and Suzuki of Japan however, gave HMT a chance to supply it with the necessary components. It was only after HMT proved its incapability of supplying Suzuki on delivery that the company looked to Japan for its machine tools.

Dr S. M. Patil, a former chairman of HMT and a strong independent voice in the industry, is unsparing in his criticism of the Department of Heavy Industry, which is currently negotiating with the Finance Ministry to bring that duty down to below 35 per cent. The Department of Heavy

Failure to ensure prompt execution of projects

Electric power shortages

D. P. KUMAR, New Delhi

WHEN, in the mid-1950s, India's first major hydro-electric project, Bhakra-Nangal was built with only 600 Mw capacity, the question was asked what India would do with so much electricity. In the 30 years since then, a chain of large power stations have been built but there are chronic power shortages. Industry and agriculture suffer for lack of electricity and domestic users in towns suffer in summer months with endless shut-downs.

Industry consumes nearly 60 per cent of the power generated and agriculture another 15 per cent, operating some 3.5m diesel pumps. Their working is hampered by acute and continuous power cuts and power remains the major constraint on India's economic growth.

The shortfall in generation is close to some 40bn or about 25 per cent of what had been planned to be completed by the end of the Sixth Five-Year Plan period, in March this year.

At the current rate of plant load factor, it means a shortfall of some 5,000 Mw of installed capacity.

During the Sixth Plan, new capacity of 14,500 Mw was installed. This has brought the total generating capacity to nearly 42,000 Mw.

But actual generation is far less, because of the low plant load factor, which is now 55 per cent, plus transmission and distribution losses. Thus, at the moment, the actual generation is around 15,500 units, and in the current year (1985-86) when another 4,460 Mw is added to the present installed capacity and some plant is modernised, the generation may rise to 17bn units. There will, however, still be a gap between demand and supply.

Problems include failure to maintain the plant load factor at a high level of efficiency, transmission and distribution losses as high as 25 per cent,

failure to implement projects in time leading to sharp cost escalation, and the bad financial state of the state electricity boards.

With power needs rising annually, by between 9 and 10 per cent, India will need by 1989-90 a minimum of 27,000 units, which requires new capacity of 30,000 Mw costing Rs 67,000m.

There is a debate on the value of hydro-power versus thermal projects. The planning commission believes that thermal projects' short gestation periods are the answer to growing power demands. The Power Ministry thinks otherwise because Himalayan rivers have a tremendous potential for hydro-power. It has been estimated that northern state of Himachal Pradesh and Arunachal Pradesh alone could produce 40,000 Mw.

But the planning commission is concerned that the power ministry has failed to ensure prompt execution of a number of on-going hydro projects. The planning commission has ruled that money would be provided in the seventh plan for the on-going projects only.

Capacity

The department has given the warning that, with this policy, no major hydro-power capacity could come up in the eighth plan period either.

About two dozen power schemes are being examined by the central Government to see if some of these could be tied up with concessional credit-equipment foreign package. Soviet assistance of 250m roubles has been indicated for Kalgaon project (840 Mw).

The National Thermal Power Corporation, which is sponsoring the most superthermal power projects, is exploring loan assistance from the World Bank for the Talcher (Orissa) and Muradnagar (Uttar Pradesh) projects.

For Muradnagar, it seems, the World Bank is agreeable to extend a loan of \$35m. The World Bank has so far committed a total of \$2,550m of loan assistance to NTPC.

Three natural gas-based power projects on the 1,718 km HBJ gas pipeline have also been proposed to the World Bank for assistance.

Meeting the Challenge of Changing Times

1985. The year of change for India. The beginning of a dynamic new era of progressive attitudes and forward-looking policies.

STC too will ride the new wave. Carrying more and more of the best of India across the seas to the five continents. Especially to the United Kingdom. Where products as varied as tea and tobacco, shellac and semi-processed leather, fashion wear and fish. Footwear components, leather garments, molluscs, sports goods have found a ready market.

1983-84 saw an STC export turnover to the UK of £ 30 million sterling



THE STATE TRADING CORPORATION OF INDIA LTD.

Corporate Office
State Trading Corporation of India Ltd.
Chandragiri, 26 Janpath
New Delhi-110 001
Tel: 327495 Cable ESTICI
Telex: ND-031-2167, 2168, 3319

UK Office
Curzon House and Floor
35 Curzon Street
London W1R 6 EY U.K.
Tel: 01-493-2995
01-493-2996
Telex: 22712 ESTICI G
Cable: ESTICI London

IEL, ICI's subsidiary in India, has a capital investment there of £150 million and employs 9,500 people. It manufactures Fertilisers, Explosives, Paints, Rubber Chemicals, Polythene Fibre, Crop-protection Chemicals, Textile auxiliaries, and Catalysts and is proud of this contribution to the progress of the Indian Nation.



Forced to change down a gear

Puzzle for the coal industry

P. C. MAHANTI, Calcutta

THE INDIAN coal industry kept up a high 6 per cent annual rate of growth in production during the Sixth Plan period for 1980-85 which ended in March.

Coal India which accounts 90 per cent of the country's production contributed almost all of this growth. It raised production from 100.8m tonnes in the initial year 1980-81 to 130.8m tonnes in 1984-85.

But, when it was getting ready to step up the growth rate to achieve the higher Seventh Plan annual production targets, an adverse development in the form of an abnormal accumulation of pithead stocks at 30m tonnes—the highest in its 10-year-old history—has forced it to change down in gear.

Coal India has decided to produce just under 137m tonnes instead of over 140m tonnes. Coal India was at first puzzled that having supplied all its major customers—the power and steel sectors and cement

and other industries—their stipulated requirements for 1984-85, the pithead stocks were mounting, while industries in the far-off northern, southern and western regions were complaining about serious shortages.

The despatch figures revealed, however, that the railways carried appreciably less coal during 1984-85 than they did in the previous year when Coal India produced only 121.46m tonnes. Ironically, this industry has the development of a coal mountains, an extensive unsatisfied demand.

If what the observers claim is correct about the railways' diminishing carrying capacity, due to growing obsolescence of rolling stock, then the pithead stocks may well increase further, while coal scarcity in some

parts of the nation will worsen. The railways are said to have expressed their inability to carry the required 225m tonnes of coal during the current year. Instead, they say they can manage a maximum of 115m tonnes which is, however, a big improvement on the 103m tonnes carried in 1984-85. Since the railways carry about 75 per cent of the coal produced in India, some alternative forms of transport (by sea or road) will have to be arranged to carry at least 10m tonnes which the rail system is unable to handle.

Since distribution is a key part of the coal production process, it is clear that the expansion of the coal industry, especially in the Seventh Plan, which has just started, will depend on how the transport problem is solved.

Due to massive investments in the Sixth Plan and before, a production capacity of 322m tonnes has been built up and this will rise further, following heavy investment proposed during the current plan.

The Seventh Plan programme of coal production has not been finalised, but the tentative figures are:

Year	Total industry (m tonnes)	Coal India (m tonnes)
1985-86	152.00	137.00
1986-87	153.45	139.00
1987-88	200.72	183.07
1988-89	228.40	200.70
1989-90	248.30	217.60

Considering the potential for increasing production already built up, it is well within the industry's capability to produce these annual targets. However, a notably weak area will continue to be coking coal, of which the known reserves are limited. The ash percentage is often too high for the steel industry, its principal user. There is a running quarrel between the Steel Authority of India and Coal India as to the exact percentage of ash in the coking coal. The steel sector maintains that, for the most part, it is 25 to 28 per cent while Coal India claims that the weighted average of ash is now only 19.92 per cent. Both sectors have recently agreed to new joint-sampling procedures.

Coal production and investment

	Total industry (m tonnes)	Production (m tonnes)	Investment (Rs m)
1980-81	114.0	100.9	3,210
1981-82	124.2	108.9	6,200
1982-83	130.5	114.5	7,840
1983-84	138.2	121.4	8,940
1984-85	142.0*	130.8	10,050

* Provisional
Source: Government estimates.

Figure 1 is a scatter plot showing the relationship between $\log_{10}(1 + \text{weight})$ (y-axis) and $\log_{10}(1 + \text{girth})$ (x-axis) for 100 fish. The data points are represented by small circles, and a solid regression line is drawn through them. The plot includes the following statistics: $n = 100$, $r^2 = 0.78$, $p < 0.0001$, $\text{slope} = 0.67$, $\text{intercept} = 0.0001$, $\text{Res.} = 0.0001$, and $\text{Error} = 0.0001$.

INDIA 14

Graft is being tackled by a loosening of the industrial and economic controls on which it thrives.

Moral crusade is launched

Campaign against corruption

JOHN ELLIOTT
New Delhi

IN foreign capitals, international contractors are approached by "collectors" for political bribes running into millions of pounds. In New Delhi, civil servants take black money payments for favours, large and small. In the villages of rural India, local government and bank officials illegally cream-off aid and benefits from the poor.

There is also extensive tax evasion, widespread smuggling of gold and other goods, and a tradition of *baksheesh* being expected for virtually every service. Taken together these forms of corruption make up a large part of India's massive and deeply ingrained black economy which has been estimated to total approaching half the size of the official gross national product.

Mr Rajiv Gandhi has launched a campaign to remove as much corruption as possible, linking this with his economic policies of loosening industrial and other controls on which corruption thrives.

Disapproval

Asked in a recent interview whether he disapproved of corruption on moral grounds or because it impeded economic and industrial development and efficiency, he said:

"I think the moral side is more important because it permeates into every part of our lives. The practical side gives us dividends."

Dividing corruption into big and small categories, he said it would be relatively easy to get at "big corruption"—that is the large amounts of money paid as bribes.

But, he added: "What is going to be much harder to control is the small chap down in the village where it is difficult for us to find out everything that goes wrong. But we are trying to build a good feedback system and a system where people will be accountable."

So far, the Government has taken a number of initiatives. First, Mr Gandhi removed some corrupt officials and politicians

from key posts. Then he reduced industrial and other controls and cut taxes, hoping this would remove many of the causes and incentives for the payment of bribes and for tax evasion.

There have also been major attacks on smuggling of gold and other goods. Offices of diamond dealers and other businesses, particularly in Bombay, have been raided.

Political donations by companies to political parties are to be legalised to stop the parties having to rely for funds on black money donations from Indian companies and foreign contractors.

Civil servants and politicians know they are no longer supposed to accept bribes. One senior Government official in Delhi was offering a year ago to approve a company's industrial project if he was paid a substantial sum. The company refused, and its competitors obtained the approvals instead. Last month an executive from the company asked the civil servant if he would accept the bribe now and give the approval. "Ob no!" came the reply, "I couldn't do that now."

Probably the civil servant was being honest and was not just paying lip-service to Mr Gandhi's wishes. But one cannot be sure. This illustrates one of the problems with a war on corruption. Those who are asked to pay up, whether they are poor villagers or multinational defence contractors, can never be sure that the person asking for money has really lost his power to influence official decisions. So they are tempted to pay as an insurance, even though Mr Gandhi said in his interview that companies which did so were "being taken for a ride."

There is also now widespread public cynicism in India about tax cuts made in the Budget two months ago which helped the middle class and have consequently become politically unpopular.

"The old tax system made good people evil, but people do not see that the evil might stop if taxes are cut," says Dr. Freddie Mehta, an economist and a director of the Tata group. "They need to be persuaded that lower taxes allow those people who want to be honest to be honest."

A report prepared for the Government by the National

Institute of Public Finance and Policy, headed by Dr R. J. Chelliah, a member of the Planning Commission, explains that the black economy is built on two types of activities. There is black money linked to legitimate activities—mainly tax evasion and avoidance on legal business transactions. Then there is income generated by illegal activities such as smuggling, the black market and bribes.

But the report, so far unpublished, is believed also to point out that the black economy plays a dynamic role in economic activity.

Lower taxes

"In an over-controlled society like India, the black economy arguably serves a necessary purpose. Black money is oil lubricating wheels of the economy because it buys decisions and favours from inefficient, lethargic and corrupt officials who run the controls," says an economist.

The way that officials can be bought was publicly aired earlier this year when a major spy scandal was uncovered. Secret documents were being sold from the Prime Minister's office and from other top Government departments to an Indian businessman who passed them on to diplomats from the French and East European embassies. Most of the documents were commercial, relating to government plans and tenders for projects. But more strategic and defence-orientated documents were also handed over, initially for a bottle of whisky and then for hundreds of pounds.

International companies have often paid up to 5 to 10 per cent of a contract price to a "collector," sometimes an Indian living abroad, for payment into India's ruling Congress Party. Such a collector would often cream-off money for himself, as would politicians and civil servants.

Services offered would range from a meeting with the late Mrs Indira Gandhi, Prime Minister, to trying up a contract. Money was paid into Swiss bank accounts and then laundered back into India, as required.

Smuggling has been encouraged by shortages of consumer goods. A *Somalian* diplomat was held at Bombay Airport at the end of April for allegedly smuggling 33 video players, six video recorders, and 100 video tapes valued at rupees 375,000

(£25,000). A year earlier gold "biscuits" worth Rs 5m were found on a *Somalian* diplomat, while employees of other embassies have been caught with heroin and electronic goods.

More than 110 tonnes of gold are smuggled into India each year for use as wedding jewellery and as forms of savings in rural areas. Most comes across the Arabian Sea in boats carrying dates from Dubai and ounces of gold, worth nearly Rs 112m, were made in the first two months of this year off the Indian coast near Bombay.

Some funds for smuggling are provided by many of the 3m Indians working abroad who receive high rates of exchange for money they want to repatriate home by financing the purchase of goods to be smuggled into India. Other methods of repatriating and laundering black money include, it is believed, the purchase of foreign and Indian equity stakes of Indian companies.

A lot more needs to be done before such practices stop. Mr L. K. Jha, a distinguished retired top civil servant and an advisor to both Mrs Gandhi and Mr Gandhi, believes the Government should make it easier for people to switch away from the black economy.

Smuggling

For example, he says, some businessmen are scared this year to declare honest tax returns because they fear the tax authorities will use the figures to work out how much tax has been concealed in the past. Other people are proposing an amnesty for those who declare their black market activities, perhaps involving a re-issue of bearer bonds sold by the Government a few years ago in return for black money.

India's corrupt traditions started centuries ago. They increased during the World War II and mushroomed when Mrs Gandhi allowed her late younger son, Sanjay, to wield power in the late 1970s.

Her elder son, Rajiv, says that one of the things that frustrated him most before he became Prime Minister was the fact that "we just couldn't break through the vested interests."

That is now the challenge he has set himself.



Women workers queue to clock-in for their shift at Lucas Industries.

Population problems return to the agenda

A GOVERNMENT helicopter hovered over the slums of Madras where 1985 has been declared a "No Child Year," scattering leaflets which asked: "Why bear unnecessary children?"

More than 4,500 slum-dwelling women marched through the southern India city a few days later demanding "the right to decide" and "freedom from conception"—a major expression of feminine independence in India's male-dominated society.

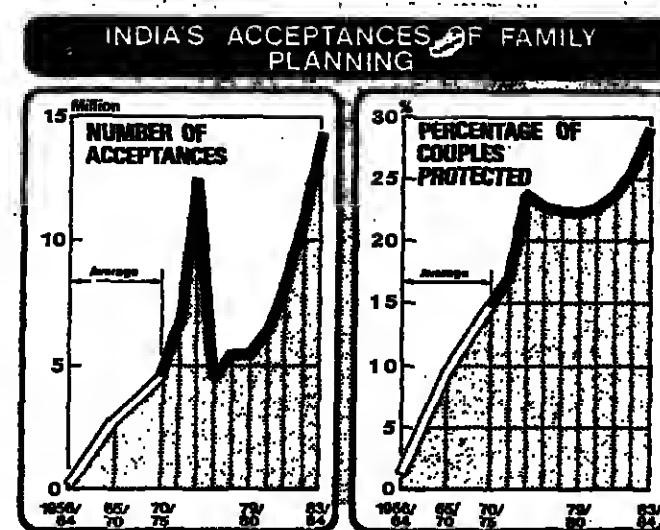
A local motor components subsidiary of Lucas Industries of the UK this year won an award for family planning.

The drive for family planning and contraception in India is being stepped-up, encouraged by Mr Rajiv Gandhi who says: "Today, our biggest problem is population, getting it under control, because it affects everything we want to do."

The World Bank estimates that India's population (717m in 1982) will rise to between 827m and 944m by the year 2,000 depending on trends in fertility and mortality rates.

For the year 2050, the forecast is 1.4bn to 1.5bn people. By that time, economists forecast India's population could have overtaken China's. But India, proud of its democratic freedoms, has no intention of adopting China's compulsory family planning programme.

India ran into problems in the late 1970s when Mr Sanjay Gandhi, Mr Rajiv Gandhi's late brother, ran an aggressive



programme that included forced and coerced male sterilisations. That strategy set progress back for perhaps five years, but now there is a new political consensus and urgency, although the excesses of the Sanjay period are not forgotten.

"Until people's social perceptions change—that they are better off with fewer children and have a better life—you can't get acceptance of contraception. You must have that social engineering so the emphasis must be on education, information communication to generate demand for contraception," says Mr E. F. Kapur, the central Indian Government's Commissioner for Family Welfare.

"Unless we can persuade

people to plan their families, rather than relying on the Almighty, we have no future," says Mr V. Antony, Chief Secretary of Tamil Nadu, whose capital is Madras.

"There was a time, a decade ago, when a family needed a lot of children to ensure enough survived to do the work as parents got older. That has changed."

"And it is better to spend money on good communications and on better medical facilities for people accepting sterilisations, such as clean beds and hygienic surroundings than to waste it on high cash-incentives that can be misused and attract the wrong people."

The aim of the Tamil Nadu Government is for families

to have no more than two children and none after a man reaches the age of 35. Its programme consists of: mass communication, personal teaching improved health and after care services, and protection for children to reduce infant mortality.

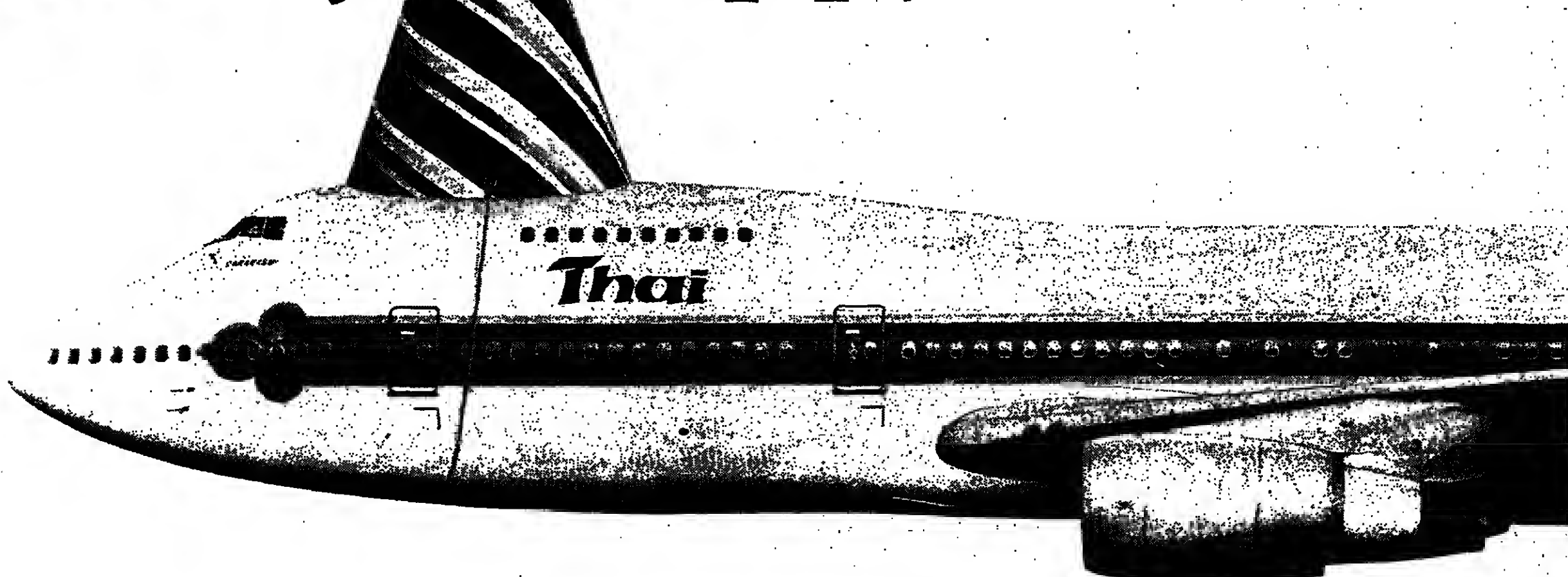
In the Lucas factory, jointly owned with a local group called TVS, none of the top management has more than two children. More than 40 years ago, the company's chairman had a vasectomy and called in each employee to advise them to have no more than three children.

"We bear about some one having a third child and immediately counsel him and explain the advantages of having no more. They become aware of the need for planned parenthood," says Mr S. Narayanan, personnel manager. Out of 2,716 employees, of whom 2,574 are male, 1,604 have no more than three children.

The aim of the central Indian Government is to increase the coverage by sterilisation from last year's 28.2 per cent of couples in the 15-45 age group (up from 2.2 per cent in 1980) to 32 per cent by the end of this year and to 45 per cent by 1990.

The birth rate was 33 per 1,000 population in 1983 and the target for the year 2,000 is 21, with the mortality rate dropping at the same time from 13 per 1,000 to nine. The overall and highly ambitious target for the year 2,000 is a net production rate of unity—so that a couple is only survived by two children.

Many happy returns.



When Thai became airborne in 1960, our philosophy was simple. Only the best of people would run the airline. Only the best aircraft would make up the fleet. And the standard of service would

be of the gracious, traditional kind. Thai's Royal Orchid Service took off and hasn't stopped climbing since. Our pioneering spirit has flourished, too, since we opened up Kathmandu and Bali in the late 1960's.

We were one of the first to establish a special business class. We introduced the first non-stop flights to Europe. And established a north-west gateway to America. Served by an ever-expanding fleet of



magnificent 747Bs and wide-bodied A300s, Thai's route network now includes over 40 cities in 32 countries across four continents. Many happy returns, many happy departures.